

Best Value Performance Plan

2005/06



Welcome to our Best Value Performance Plan

Introduction by the Leader of the Council
Councillor John Knapman

This is our sixth Best Value Performance Plan. In it you will find our priorities and objectives and you can see how we have performed against last year's key aims and targets, and the aims and targets we have set ourselves for the coming year. For the first time we have linked the themes of this plan to those of the Community Strategy for the Epping Forest District. The Community strategy covers the period from 2004 to 2021 and addresses the key challenges facing the district over the forthcoming years. The strategy was developed by a partnership of agencies active in the district, following extensive consultation with our residents and stake holders.

Over the last year we have been working hard to make continual improvements to our services. We take seriously the comments we receive from you, and use them to help guide our priorities. We were also pleased to be classified as a 'Good' performing council in a Comprehensive Performance Assessment process undertaken by the Audit Commission.

Our overall aim is to improve the quality of life for everyone who lives in, works in or visits our district, and this plan shows how we intend to do that.

We hope you find this plan informative and interesting.

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1 Background

At Epping Forest District Council we are committed to constantly improving everything we do. The Local Government Act 1999 introduced legislation requiring all councils to provide Best Value in their services and to continually improve performance. The purpose of Best Value is to establish a culture within local government that delivers efficient, effective and economic services that meet users' needs. Best Value ensures that councils deliver continuous improvement in services with regard to the needs and expectations of service users. It focuses on achieving high standards rather than lowest cost, emphasises challenge to existing ways of doing things and encourages the involvement of service users and staff in creative ways. Our progress in achieving Best Value is closely monitored by the Audit Commission, which is an independent body responsible for ensuring that public money is spent to secure high-quality national and local services for the public. Each year we produce this Best Value Performance Plan to:

- summarise last year's successes in meeting our key priorities, objectives and targets;
- show where those key priorities, objectives and targets were not achieved;
- inform you of this year's aims and targets and the outcomes of service reviews carried out during the year; and
- compare this year's performance with that for previous years.

The plan is for our residents, customers, partners, staff, government bodies and other interested parties. A summary of the plan is included in the leaflet sent to all households with the Council Tax bills each March. We believe that it is essential to provide efficient, well run, quality services to achieve Best Value, and aim to continuously improve the way we work.

The plan is available in large print and on audio cassette, and we can provide copies of the summary plan in other languages on request. The performance plan is available at local libraries, our information centres and on our website. Further copies can be obtained from:

The Performance Management Unit, Epping Forest District Council.
Civic Offices, Epping, Essex, CM16 4BZ
Phone: 01992 564180 Fax: 01992 578018

The Community Strategy and Council Plan

The Community Strategy for the Epping Forest District was published in April 2004. The strategy was drawn up by a Local Strategic Partnership (LSP) of the statutory and voluntary agencies that work in the district, and addresses the key challenges facing the district over the next sixteen years, including significant housing growth in the area and its potential impact on the environment, social facilities and issues such as local transport provision. The LSP carried out extensive consultation with residents and stake holders to produce the strategy, and will monitor the progress of its constituent agencies in achieving its aims. Responsibility for delivering objectives is clearly identified in the strategy, which will enable the public to check how well the objectives are met. The Community Strategy is a blueprint for the long-term development of the Epping Forest district and the wellbeing of the people who live here.

Our four year Council Plan reflects the council's medium-term aims and priorities. This was originally published in April 2003, and is currently being revised to reflect the aspirations of the Community Strategy. The new Council Plan will be available later this year from our information centres, and on our website, or direct from the Performance Management Unit. In the meantime, the existing Council Plan for 2003 to 2007 is still available.

Comprehensive Performance Assessment

In our last Best Value Performance Plan we reported that the Government had introduced a system of Comprehensive Performance Assessment (CPA) for councils. Our first CPA was undertaken during February 2004.

CPA is a new system of inspection of councils, and is intended to help them deliver better services to local people, bringing together evidence from a range of sources to assess the quality of performance. Unlike the Best Value Service Reviews and inspections that have been made of some of our individual services over the last few years, CPA considered our performance as a whole, and how effectively we delivered services. It also considered how well the organisation is run, as this impacts on how well we deliver services. Councils judged by CPA to be excellent or good will benefit in the future from less audit and inspection, and from additional freedom and flexibility, although the nature and extent of these rewards has still to be determined by the Government. Poorer performing authorities will receive targeted support to help them improve and, in extreme cases, may be subject to government intervention in their management.

The CPA process aims to remove restrictions and requirements on planning, spending and decision-making for high-performing authorities and to provide targeted support, capacity building, and intervention where necessary elsewhere. The CPA was undertaken by the Audit Commission, which carries out inspections on behalf of the Government, and the process examined in particular:

- the quality of our core services;
- how we use our resources;
- our capacity to improve;
- how we manage public spaces; and
- our management of local housing.

The council was awarded a CPA rating of 'Good' on the five point scale of Excellent, Good, Fair, Weak and Poor, and the full inspection report can be obtained from the Performance Management Unit or on our website.

Following the publication of our CPA result, we identified and clarified our priorities for improvement, in liaison with our auditors and inspectors, to ensure that resources are targeted to deliver improvement where it is needed most. The outcomes of this improvement planning will include:

- the identification of clear priorities for improvement, drawing on the findings of CPA and service inspections; and
- the development of future audit and inspection programmes offering a force for continuous improvement, that are focused on outcomes for service users, and proportionate to performance and risk.

Summary details of our CPA improvements are set out in the following sections of this plan. The full version of our Improvement Plan can be obtained from the Performance Management Unit or on our website.

How we work

Our work is organised into nine themes or 'Portfolios'. Each portfolio is allocated to a councillor who serves on the Cabinet, which is the main body where the Council makes decisions about services. The nine portfolios are:

- People First
- Community Wellbeing
- Housing
- Leisure
- Planning and Economic Development
- Environmental Protection
- Civil Engineering and Maintenance
- Finance and Performance Management
- Information and Communications Technology, and Corporate Support Services

The responsibilities of each of the portfolios, together with details of our service structure, corporate governance arrangements, our Capital Strategy and our partners, will be set out in our revised Council Plan to be published during 2005.

Our Finances

We have a number of systems in place to ensure our budget is set so we can deliver the right services. These include:

- four-year financial strategy
- four-year capital strategy
- budget monitoring and review.

We have adopted the Best Value Accounting Code of Practice, which enables us to compare financial information with other councils.

As a result of its spending review for 2004, the Government has set the public sector an efficiency target of 2.5% per annum over the next three financial years. Every local authority will be expected to meet this target and, across the whole of local government, the requirement is for efficiency gains of at least £6.45bn per annum by 2007/08. The achievement of the efficiency target will bring substantial benefits to local authorities, to improve the quality and breadth of local services while minimising the need for increases in local taxation.

Consultation

Our medium term priorities show our commitment to key policy and service delivery issues that are important to our customers. We regularly consult our community and maintain a register of consultation exercises that we undertake each year, in order that this work informs our future priorities and contributes to the improvement of our services so that they are responsive to the needs of our customers.

In recognition of the importance of understanding the experiences of service users, for 2000/01 the Government required local authorities to survey residents. These 'user satisfaction surveys' are undertaken every three years. The second survey was carried out in 2003/04 and the results were reported in our last Best Value Performance Plan. The surveys are due to be carried out again during 2006/07.

Quality Services

We need to know how we are doing. If you are not happy with the way we have treated you, you can complain directly to us. Where possible, we will put things right straight away. In other cases, we may need to investigate further. Details of a four-step Customer Compliments and Complaints procedure can be obtained from our complaints officer. If you follow this procedure but are still not happy, you can take your case to the Local Government Ombudsman.

Staff quality and competence is important for the provision of effective services. We train and develop our staff to provide you with more efficient and effective services, and we have recently been re-accredited with the prestigious Investors in People standard. We are currently reviewing our procurement arrangements to ensure we obtain value for money in the goods and services that we purchase. We have joined a consortium of Essex authorities and are developing joint working arrangements.

Equal Opportunity and Accessibility

Epping Forest District Council is committed to providing services to the community which reflect the needs and diversity of all its customers and service users. We recognise that discrimination in society exists and seek to provide services to the community regardless of race, colour, ethnic origin, nationality, political or religious beliefs, disability, gender, sexual orientation, age or marital status. We also want to celebrate diversity, and the richness that this brings to our community. Our Race Equality scheme is available on our website or from the Performance Management Unit.

Our Priorities and Aims

Over the following sections of this plan we set out our Medium Term Priorities, which are the foundation of our services and contribute to everything that we do, together with details of our performance in 2004/05 and our aims for 2005/06 for each portfolio. For our aims, where appropriate we have included the following references relating the aim to various assessments of our performance and other strategic plans for improvement. Where aims are to be achieved by the council working in partnership with other statutory and voluntary agencies (e.g.. Community Strategy, Social Inclusion Strategy) we have not included these references, as we are not solely responsible for their achievement.

CP:	MTP :	Target :	CPA :	BVPI/LPI:

Council Plan (CP) - Where an aim is specifically included in our Council Plan for 2003 to 2007 (see page 4), we have identified the appropriate reference.

Medium-Term Priority (MTP) -We have linked each aim to our current priorities (see pages 9 and 50).

Target - Where appropriate, we have set a target date for the completion of each aim during 2005/06.

Comprehensive Performance Assessment (CPA) - Where relevant, we have linked aims to the appropriate section of our CPA Improvement Plan (see page 5).

Performance Indicators (BVPI/LPI) - Where an aim is specifically covered by a Best Value or Local Performance Indicator, we have identified the appropriate indicator reference.

Our Performance

This plan sets out our performance for 2004/05 against a range of indicators. Best Value Performance Indicators (BVPIs) are set by the Government to reflect a framework of clear performance measures across the range of local government services. BVPIs are designed to reflect the importance attached to service delivery at the local level, and the Government's commitment to working in partnership to secure improvement in local authority performance, and to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. Our BVPI performance is independently monitored by the Audit Commission to ensure the robustness of the data contained in this plan. BVPIs help the public and local and central government to monitor, analyse and compare the achievements of local authorities. This analysis and comparison serves three main purposes:

- To enable the Government to monitor progress over a period of time;
- To allow authorities to compare their performance against that of their peers; and
- To provide residents with information about the performance of their local authority.

Local Performance Indicators are adopted by the council to reflect our own priorities and help us to demonstrate how we are responding to local issues. In this plan we have also linked each LPI to our current Medium-Term Priorities (MTP). The Government has reduced the number of BVPIs for 2005/06, details and targets for which are set out in this plan, and we have also reviewed our LPI's for this year to ensure that these remain relevant.

Comparisons of previous performance are not available for new BVPIs. Comparison with the performance of other local authorities is not possible for LPIs as these are not applicable to all authorities.

The council also works with Essex County Council to improve performance in relation to a group of performance indicators known as a Local Public Service Agreement (PSA). Improved performance against PSAs is rewarded with financial incentives.

In this plan we also compare our performance against BVPIs with the performance of the average and top 25% performing local authorities for 2003/04, the most recent year for which audited national performance information is available. Targets for performance indicators are set for a future period of three years (except for deleted indicators) and are used by our auditors as evidence of our ambition and future priorities, and as an indication to our customers of how we intend to improve.

Our Community Priorities and Performance

We have developed medium term priorities as the foundations of our key community services. Our priorities reflect the core issues and aims that we face. The priorities link closely with the Community Strategy published in April 2004 and, for the first time we have linked this Best Value Performance Plan with the themes of the Community Strategy. The Community Strategy seeks to address important issues facing the district over the next sixteen years. We contribute to the achievements of the aims of the Community Strategy that mirror our own aspirations, and work to support and implement those aims where we can be of influence.

<i>Community Strategy Theme</i>	<i>Policy Theme (1)</i>	<i>Medium Term Priorities</i>
Green and Unique	A Safe, Healthy and Attractive Place	(a) To maintain the special character and advantage of the district, and address local environmental issues
Homes and Neighbourhoods		(b) To address key housing need
A Safe Community		(c) To create safer communities
Fit for Life		(d) To address leisure need
Economic Prosperity		(e) To encourage sustainable economic development

“Green and Unique”

One of the key objectives of the Epping Forest District Community Strategy for 2004 to 2021 is that the district will maintain a unique, green and sustainable environment in which communities prosper. This vision is reflected in the council’s own medium-term priorities, which seek to maintain the special character and advantage of the district and address local environmental issues. Our Environmental Protection and Civil Engineering and Maintenance Portfolios, and certain planning functions of the Planning and Economic Development Portfolio, are included in this section of our Best Value Performance Plan.



Environmental Protection

The Environmental Protection portfolio covers a diverse range of services of importance to our residents. Some of these are obvious, such as refuse collection, street cleansing, removing abandoned vehicles, and providing recycling services. Equally important are services such as food safety, health and safety, air quality and energy conservation.

The licensing responsibilities of the council also fall within this portfolio. These cover a host of licensable activities ranging from pet shops, taxis and nightclubs to dangerous wild animals. From February 2005 these responsibilities also include the licensing of all premises and persons involved in selling alcohol, under a new licensing system which brings together the sale of alcohol and previous arrangements for places of public entertainment, replacing the previous system whereby local magistrates' courts dealt with the sale of alcohol and related matters. The district continue to suffer the effects of illegal traveller encampments. Whilst we and the police have some powers to move travellers on, our ability to act is limited by the law and we need to balance the rights of travellers and residents affected by encampments.

Our Achievements for 2004/05

During the last year we achieved the following:

- We worked with Essex County Council and other district councils to develop a county wide Waste Management Strategy, for completion by Winter 2005;
- We considered a range of options, including the introduction of the wheeled bin, for enhancing our waste management service.
- Improving our recycling performance to meet statutory targets agreed to introduce wheeled bins for residual waste from late 2005 ;
- We introduced systems to monitor complaints made in respect of our waste collection service; and
- We agreed proposals for the remediation of the contaminated Bobbingworth Tip site and appointed contractors and consultants to deliver and oversee the proposed scheme

Current Issues

The following issues will be faced by the Environmental Protection Portfolio over the next year.

Waste Management

The growth and management of waste remains a very high priority. The availability of land fill sites is declining and national and European laws mean that we will have to recycle more to reduce land fill use. Unfortunately we made no progress on increasing recycling during 2004/05 and we are seeking to do more this year, including the introduction of more sophisticated waste collection and recycling methods such as the wheeled bin.

Our Aims for 2005/06

To introduce a revised waste management service to increase levels of recycling to 30% by the end of 2005/06, in order to move towards the council's overall recycling target of 36%.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
4	Aim 1a	March 2006	27,37	BV82,84,86,91

To complete, with Essex County Council, procurement arrangements for the county wide waste disposal contract for the West Essex area.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
83	Aim 1d	March 2006	27,37	BV82,84,86,91



Street Scene

We recognise that our residents would like to see a cleaner environment in our towns, villages and countryside. The Government is proposing changes to the law which should enable councils to do more to control litter, and fly-tipping.

Our Aims for 2005/06

To further improve street cleansing service standards in the district.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
1	Aim 1a	March 2006	None	BV199

Contaminated Land

We are well on the way to identifying the most seriously contaminated land in the district (e.g. old landfill and industrial sites), and now have to determine the level of risk to the public and the environment, and take action to have the land remediated. Although the law requires that the polluter of contaminated land should pay for remediation, where the polluter cannot be identified, the council may have to undertake expensive works to decontaminate affected land.

Our Aims for 2005/06

To assess the highest priority contaminated land sites, so that land is appropriately treated and made fit for purposes such as recreation, public open space or development.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
8	Aim 1a	March 2006	None	BV216

To commence large scale works on the remediation of Bobbingworth Tip (a former waste disposal site) with a view to completion by no later than March 2007

CP:	MTP :	Target :	CPA :	BVPI/LPI:
8	Aim 1a	March 2006	None	BV216

CPA Improvements

Our Comprehensive Performance Assessment identified that we lacked a Waste Management Strategy, that we were unlikely to meet our recycling targets, and that we lacked a strategic framework and resources for some aspects of the sustainability agenda. Proposals for improvement in some of these areas are already covered by our aims for next year and, in addition to the aims previously set out in this plan we will undertake the following during 2005/06 to improve our performance. Each of these additional aims is linked by reference to the Audit Commission's CPA report on the council's performance. These aims constitute our CPA improvements, and full details can be found in the Council's Improvement Plan.

- To introduce the doorstep collection of glass recyclables on a one-year trial basis from January 2005 (CPA 27,37);
- To consider further options for increased recycling opportunities to be introduced during 2005/06, including the possible introduction of wheeled bins (CPA 27,37); and
- To fill, subject to accommodation requirements, the vacant post of Environmental Co-ordinator as soon as possible (CPA 36).

For more detailed plans about Environmental Protection, see:

- Local Agenda 21
- Food Safety Plan
- Environmental Health Service Plan
- Food Premises Public Register
- Audit Commission Report on Epping Forest District Council's Best Value Review of Environmental Control

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Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Waste Management							
BV82a The percentage of the total tonnage of household waste arisings which have been recycled	14.8%	17%				14.22%	16.86%
			2	2	2		
BV82a(i) The percentage of household waste arisings which have been sent by the authority for recycling			20%	25%	26%		
	1	1				1	1
BV82a(ii) The total tonnage of household waste arisings which have been sent by the authority for recycling			10000	12500	13000		
	1	1				1	1
BV82b The percentage of the total tonnage of household waste arisings which have been sent for composting	6.6%	11%				3.59%	5.14%
			2	2	2		
BV82b(i) The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion			10%	11%	11%		
	1	1				1	1
BV82b(ii) The total tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion			5000	5500	5500		
	1	1				1	1

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Waste Management							
BV84a The number of kilograms of household waste collected per head of the population	430.0	410.0	430.0	425.0	420.0	517.3	489.2
BV84b The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	1	1	0%	-1.2%	-1.2%	1	1
BV86 The cost of waste collection per household	£36.98	£41.40	£42.66	£46.09	£47.50	£39.18	3
BV91 The percentage of population resident in the authority's area served by a kerbside collection of recyclables	97%	97%	2	2	2	88.21%	100%

Key

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- 3 Audited performance information not available

Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV91a The percentage of households resident in the authority's area served by kerbside collection of recyclables	1	1	97%	98%	98%	1	1
BV91b The percentage of households resident in the authority's area served by a kerb side collection of at least two recyclables	1	1	97%	98%	98%	1	1
BV166a The council's score against a checklist of enforcement best practice for environmental health/trading standards	80%	80%	80%	85%	90%	80.96%	90%
Best Value Performance Indicator - Energy Consumption							
Performance Indicator	KWh/m ² Actual Electric	KWh/m ² Actual Gas	KWh/m ² Typical Electric	KWh/m ² Typical Gas	2004/05 Target Electric	2004/05 Target Gas	District Council Top 25% 2003/04
BV 180a The energy consumption m/2 of local authority operational property, compared with comparable buildings in the UK as a whole							
Civic Offices	218	175	178	226	2	2	2
Epping Sports Centre	154	424	105	343	2	2	2
Loughton Leisure Centre	334	688	258	1321	2	2	2
Waltham Abbey Pool	511	1343	258	1321	2	2	2
Museum	43	138	68	192	2	2	2
Langston Road Depot	134	254	120	152	2	2	2
Epping Town Depot Electric Heating	99 111	0	120 0	152	2	2	2
Pyrles Lane Nursery	56	155	120	152	2	2	2

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators							
BV199 The proportion of relevant land and highways as defined under EPA 1990 Part IV section 16 (expressed as a percentage) that is assessed as having combined deposits of litter and detritus (e.g. sand, silt, and other debris) across four categories of cleanliness (Clean, Light, Significant, Heavy)	32%	18%	2	2	2	19.1	12
BV199a The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	1	1	25%	20%	18%	1	1
BV199b The proportion of relevant land and highways (expressed as a percentage) of which unacceptable levels of graffiti are visible	1	1	25%	20%	18%	1	1
BV199c The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.	1	1	25%	20%	18%	1	1
BV199d The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'	1	1	Grade 2 or 3	Grade 2 or 3	Grade 1	1	1

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Contaminated Land							
BV216a The number of 'sites of potential concern' within the local authority area, with respect to land contamination	1	1	100%	100%	100%	1	1
BV216b The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all sites of potential concern	1	1	0.85%	1.7%	2.5%	1	1
Best Value Performance Indicators -Pollution Control							
BV217 The percentage of pollution control improvements to existing installations completed on time	1	1	90%	90%	90%	1	1
BV218a The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	1	1	50%	60%	70%	1	1
BV218b The percentage of abandoned vehicles removed within 24 hours from the point at which the local authority is legally entitled to remove the vehicle	1	1	50%	65%	80%	1	1
Local Performance Indicator - Street Scene (Medium Term Priority 1(a))							
PE1 The number of community tree strategies completed	1	1	2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Environmental Protection – Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicator - Street Scene (Medium Term Priority 1(a))							
WM1 The number of missed refuse collections per 100,000 collections	1	1	100	95	90	3	3
WM2 The number of missed exemption collections as a % of exemptions granted	1	1	Base data still being analysed			3	3
WM3 The number of missed glass collections per 100,000 collections	1	1	Base data still being analysed			3	3
WM4 The number of missed dry recyclable collections per 100,000 collection	1	1	100	95	90	3	3
WM5 The number of missed garden waste collections per 100,000 collections	1	1	100	95	90	3	3
EH1 Respond to requests for service within relevant target time	1	1	90%	91%	92%	3	3
EH2 Undertake all statutory inspections of Part B processes	1	1	100%	100%	100%	3	3
EH3 Report all accidents through RIDDOR within statutory period	1	1	100%	100%	100%	3	3
EH4 To achieve Road Standards Agency target food safety programmed inspections	1	1	100%	100%	100%	3	3
CARE1 Respond to requests for service within relevant target time	1	1	90%	91%	92%	3	3
LIC1 Process all licence applications within the statutory period	1	1	100%	100%	100%	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Civil Engineering and Maintenance

This portfolio is responsible for the roads, pavements and footpaths in the district. From 1st April 2005 there was a major change in the way highway services are delivered to our residents, and all services are now delivered directly by Essex County Council (the Highway Authority) rather than by this council. Whilst we are able to exercise some discretionary powers over local roads, highways staff are no longer employed by the district council. We continue to put our own resources into local schemes, such as traffic calming and speed reduction.

The district has suffered in the past from significant flooding problems, and alongside the Environment Agency we try to ensure that rivers, streams and ditches remain free flowing. Detailed studies of the areas most at risk are under review to see whether affordable protection works can be provided, along with continued monitoring and maintenance of the existing flood defence assets. The Grounds Maintenance Service maintains many of the grass verges and green spaces within towns and villages within the district, through grass cutting, tree maintenance and planting. These arrangements will be reviewed over the next year following the changes in the provision of highway services.

All performance indicators in relation to highway matters are the responsibility of Essex County Council. Performance against these indicators will be reported in the County Council's Best Value Performance Plan for 2005/06.

Our Achievements 2004/05

During the last year we achieved the following:

- We entered into a new Highways Local Service Agreement with Essex County Council for the delivery of highway services;
- We worked with the Environment Agency to manage flooding issues in high-risk areas of the district, including the design of a scheme for the protection of parts of Waltham Abbey;

- We completed area wide parking reviews for Epping and Buckhurst Hill and commenced a local review of parking in Loughton associated with the proposed town centre enhancement scheme; and
- We completed 13 traffic/safety schemes, including speed reduction at Lambourne End, revised speed limits for Ongar and Willingale, pedestrian crossings in Loughton and Abridge, a cycle way at Waltham Abbey, six accident reduction schemes on behalf of Essex County Council and a night-time lorry ban in north Loughton.

Current Issues

The following issues will be faced by the Civil Engineering and Maintenance Portfolio over the next year.

Highways

The significant changes to the way highway services are provided will be monitored carefully to ensure that the district receives its fair share of resources, given the difficulties experienced through our proximity to London and the presence of the M11 and M25 motorways. Parking reviews will continue, with the intention of making the best use of available parking space consistent with traffic and pedestrian safety, and the need to maintain commercially viable town centres.

Our Aims for 2005/06

To implement the parking reviews for Epping and Buckhurst Hill, commence the parking review in Loughton and implement the programme of traffic management and safety schemes from the council's priority list and the Essex Local Transport Plan.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
46	Aim 1a	March 2006	None	None



To closely monitor the performance of the Highways Local Service Agreement, to secure the best level of service for the district in relation to matters such as traffic calming, highway repairs, and pot hole reinstatement

CP:	MTP :	Target :	CPA :	BVPI/LPI:
42	Aim 2c	April 2006	None	None

Flooding

Responsibility for watercourses has been transferred to the Environment Agency. The council has an excellent record for managing local watercourses and flood defence reservoirs in an environmentally friendly way, and we will ensure that the transfer does not put residents or the environment at risk and that environmental enhancements achieved by this council are not compromised. It is hoped that at least one major scheme for dealing with flooding in the district will be agreed by the Agency during 2005/06 and in the meantime we will continue to manage and reduce flood risk.

Our Aims for 2005/06

To develop proposals for one major flood alleviation project in the district.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
46	Aim 1a	March 2006	None	None

To work with Department of the Environment, Food and Rural Affairs (DEFRA), and the Environment Agency to secure the best arrangements for transfer of the council's flood defence assets.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1a	March 2006	None	None

Comprehensive Performance Assessment

There were no Civil Engineering and Maintenance improvements identified in our Comprehensive Performance Assessment.

For more detailed plans about Civil Engineering and Maintenance, see:

- Essex County Council Local Transport Plan
- Epping Forest District Council Local Transport Plan
- Epping Forest District Council High Level Flood Targets (with Environment Agency)
- Engineering Services Service Plan

Civil Engineering and Maintenance Lead Officer
 John Gilbert (Head of Environmental Services)
 Phone: 01992 564062
 E-mail: jgilbert@eppingforestdc.gov.uk

Planning and Economic Development

The Council plays a vital role creating a sustainable, prosperous long-term future for the district, by planning ahead and encouraging or regulating change in a balanced and efficient way. We recognise the challenge of meeting development needs in the most sustainable locations and the need to reduce dependency upon the car. The responsibility for town centre enhancements transferred to this portfolio from Civil Engineering and Maintenance during 2004/05, and the portfolio is also responsible for economic development, which is dealt with in the Economic Prosperity and Managing Resources sections of this plan.

Our Achievements for 2005/06

During the last year we achieved the following:

- We influenced regional planning guidance and have so far secured a 7,000 dwelling reduction in the total number of new homes proposed to be built in the district in future years, although the East of England Regional Assembly are still proposing an additional 11,000 homes for our district;
- We improved planning application and local land search turnaround times and enforcement response rates over that for 2003/04;
- We committed £100,000 to the town centre enhancement scheme for The Broadway at Loughton and established a steering group to consider a wider area regeneration scheme; and
- We agreed proposals with J Sainsbury Limited to jointly deliver phases 1 and 2 of the Loughton town centre enhancement scheme, commenced detailed scheme design and committed £900,000 to the project.

Current Issues

The following issues will be faced by the Planning and Economic Development Portfolio over the next year.

Town Centre Enhancement and Regeneration

The regeneration and enhancement of our town centres remains a priority for the council, with a number of communities wishing to see improvements carried out to enhance the appearance and viability of town centres. Two major schemes are to be progressed this year, namely Phases 1 and 2 of the Loughton Town Centre Enhancement scheme and a wider regeneration scheme at The Broadway, Loughton. Both are intended to improve local environmental conditions, commercial viability and in the case of The Broadway, also deal with social issues such as crime and disorder and facilities for young people.

Our Aims for 2005/06

To complete the review of the town centre enhancement scheme for The Broadway at Loughton and develop comprehensive proposals for an area based regeneration scheme.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 2d	March 2006	None	None

To complete Phases 1 and 2 of the Loughton Town Centre enhancement scheme.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 2d	March 2006	None	None

Forward Planning

Our work in the last year has been dominated by the need for the council to defend the characteristics of the district from new development, and these efforts will continue during 2005/06. An update of the Local Plan is under way, and a new Local Development Framework system is also to be introduced.

Our Aims for 2005/06

To seek the provision of increased levels of affordable housing on development sites in the district, through alterations to the Local Plan.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 2d	March 2006	21	None

To further influence regional planning guidance providing for necessary development and respecting the character of the district.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 2d	Ongoing	30	None

To update the existing Local Plan and commence preparation of a new Local Development Framework.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 3a	March 2006	13	BV200

Development Control and Local Land Charges

We are continuing to implement the actions that arose from the Best Value Review of our Development Control and Local Land Charges functions, and have made additional service improvements in these areas. The installation of a new computer system will be a major factor in our improvement, as will other initiatives to support data to be made available electronically.

Our Aims for 2005/06

To implement a new information technology system to its full specification, to improve our services.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3a	Dec 2006	20	BV157

To continue to improve local land charge and planning application turnaround times, particularly in respect of major applications

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	Dec 2006	20	BV179

Planning Delivery Grant

Planning Delivery Grant was first introduced in 2003/04 and has been extended for a six year period. The system rewards councils which have improved their performance, and the grant that we have received has been invested in areas such as computer systems and staff training to enable us to further improve.

Comprehensive Performance Assessment

Our Comprehensive Performance Assessment identified that our performance in dealing with planning application and local land charge searches had dipped in 2003/04, and that we were uncertain of our response to proposals for major residential development within the district in future years. Proposals for improvement in some of these areas are already covered by our aims for next year and, in addition to the aims previously set out in this plan, we will undertake the following during 2005/06 to improve our performance. Each of these additional aims is linked by reference to the Audit Commission's CPA report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan

- To ensure full use of revised delegation arrangements in respect of the determination of planning applications (CPA 20);
- To review the use of casual/agency staff to address peaks in planning workload (CPA 20);
- To undertake process mapping for major planning applications (CPA 20); and
- To continue to influence the RSS14 development proposals in order to protect the special character and advantage of the district, whilst also securing increased levels of local affordable housing (CPA 30).

For more detailed plans about Planning and Economic Development, see:

- Local Plan
- Transport Strategy
- Housing Strategy Statement

Forward Planning	Henry Stamp	01992 564111
Development Control	Barry Land	01992 564110
Local Land Charges	Jill Tautz	01992 564079

Planning and Economic Development Lead Officer
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Planning and Economic Development - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators- Planning							
BV 106 The percentage of new homes built on previously developed land	94%	70%	70%	70%	70%	64.49%	86%
BV109a,b,c The percentage of planning applications determined in line with the Government's new development control targets to determine a) 60% of major applications in 13 weeks b) 65% of minor applications in 8 weeks c) 80% of other applications in 8 weeks.	a) 41% b) 57% c) 77%	a) 57% b) 60% c) 82%	a) 60% b) 65% c) 80%	a) 60% b) 65% c) 80%	a) 60% b) 65% c) 80%	a) 51.79% b) 61.11% c) 78.77%	a) 63.58% b) 71% c) 85%
BV179 The percentage of standard searches carried out in 10 working days	60.6%	86%	86%	86%	86%	93.10%	100%
BV200 Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired? If 'No', are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?	Yes	Yes	2	2	2	3	3
BV200a Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	1	1	Yes	Yes	Yes	3	3
BV200b Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	1	1	Yes	Yes	Yes	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Planning and Economic Development - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV200c Did the Local Planning Authority publish an annual monitoring report by 31st December of the last year?	1	1	No	Yes	Yes	3	3
BV204 The number of planning appeal decisions allowed against the authority's decision to refuse planning applications, as a percentage of the total number of appeals against refusals of planning applications	29%	25%	25%	25%	25%	3	3
BV205 The council's score against a 'quality of planning services' checklist	72%	83%	83%	89%	94.4%	3	3
BV219a The total number of conservation areas in the local authority area	1	1	25	25	25	3	3
BV219b The percentage of conservation areas in the local authority area with an up-to-date character appraisal	1	1	4%	8%	8%	3	3
BV219c The percentage of conservation areas with published management proposals	1	1	4%	8%	12%	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

“Homes and Neighbourhoods”

One of the key objectives of the Epping Forest District Community Strategy for 2004 to 2021 is that the district has safe, decent and attractive housing that meets the needs of those who want to live in the district. This vision is reflected in the council’s own medium-term priorities which seek to address key housing need. The Housing Portfolio is included in this section of our Best Value Performance Plan.



Housing

Housing has a major impact on the quality of our lives and influences health, educational achievement, employment opportunities and society in general. The council is responsible for assessing housing need, overseeing and co-ordinating the provision of new housing in the district (especially additional affordable housing for rent and housing for those with special needs), dealing with homelessness, assisting with the improvement of privately owned properties, and managing and maintaining the housing stock. We have been awarded the Government's prestigious Chartermark award for customer excellence, a standard that very few local authorities have achieved.

Our Achievements for 2004/05

During the last year we achieved the following:

- We consulted residents of the Springfields estate, Waltham Abbey on options for improvement to their properties and estate;
- We considered whether to retain the Council's housing stock, or transfer it to a housing association, and concluded that it should be retained;
- We appointed an additional Homelessness Officer to help improve the time taken to make homelessness decisions;
- We received a Charter Mark award for customer excellence;
- We completed an improvement scheme at our Homeless Persons Hostel at North Weald at a cost of around £1.5m;
- We transferred our Robert Daniels Court sheltered housing scheme at Theydon Bois to a housing association, so that they could undertake a £2m scheme to convert the bedsits into self contained flats and provide additional improvements; and
- We completed the conversion of Hemnall House at Epping to provide additional temporary accommodation for homeless families.

Current Issues

The following issues will be faced by the Housing Portfolio over the next year.

Housing Need

We aim to providing more affordable homes for people in the district, including those with special needs, through our work with housing associations.

Our Aims for 2005/06

To implement a choice based lettings scheme for council housing vacancies and housing association nominations.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	None

Repairs and Maintenance

We aim to ensure that all our properties will meet the Decent Homes Standard by 2010.

Our Aims for 2005/06

To complete the installation of PVCu window frames in all council houses, which we know is what our tenants want.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	BV184

Homelessness

We aim to provide quality housing, advice and help for homeless people, and ensure that bed and breakfast accommodation is not used for homeless families.

Our Aims for 2005/06

To review our Homelessness Strategy, in consultation with partners and stake holders.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	19	BV213,214

Housing (General)

We are a responsible landlord to nearly 7,000 tenants and 800 leaseholders, offering reasonable rents, and managing our properties effectively and efficiently.

Our Aims for 2005/06

To introduce introductory tenancies for all new tenants, allowing us to evict tenants if they engage in anti-social behaviour.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	None

Privately-owned Housing

We provide encouragement and assistance to private home owners to ensure that the private housing stock remains fit for human habitation and in good repair.

Our Aims for 2005/06

To undertake a Private Sector House Condition Survey and revise our private sector strategy.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	BV62

To review the level of empty homes in the private sector with a view to encouraging owners to bring them back into beneficial use.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	BV64

Supported Housing for People with Special Needs

We provide facilities, services and help for people with special needs (e.g. the disabled and the elderly) to enable them to live in appropriate housing for their needs, or to remain in their own homes for as long as is practicable.

Our Aims for 2005/06

To consult residents of our sheltered housing scheme at Wickfields in Chigwell, on the feasibility of undertaking a major improvement scheme to convert bed-sits with shared bathrooms into self-contained flats.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1b	March 2006	None	None

Comprehensive Performance Assessment

Our Comprehensive Performance Assessment identified that homeless people spend too long in temporary accommodation and that we need to improve the provision of affordable housing in the district. In addition to the aims previously set out in this plan, we will undertake the following during 2005/06 to improve our performance in these areas. Each of these additional aims is linked by reference to the Audit Commission's CPA report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan.

- To provide nine units of temporary accommodation for homeless families at Hemnall House (CPA 19);
- To review the existing Allocations Scheme and increase the number of allocation bands to give additional priority to homeless families in temporary accommodation (CPA 19);
- To review the success of the NEW START scheme and extend the scheme beyond the current maximum number of properties (CPA 19);
- To extend the Homelessness Prevention Service until April 2005 and to review the future of the service (CPA 19);
- To Investigate the redevelopment of Leader Lodge at North Weald to provide additional accommodation for homeless families (CPA 19);
- To seek the following through alterations to the Local Plan:
 - The reduction in the threshold above which affordable housing is sought on development sites in urban areas, from 1 ha or 25 dwellings to 0.5 ha or 15 dwellings and in rural areas to 2 dwellings (CPA 21);
 - Where social housing grant is available, an increase from 30% to 40% in the amount of affordable housing expected on development sites in urban areas (CPA 21);
 - An expectation that 50% of properties on developments in rural areas will be affordable housing (CPA 21); and
- To facilitate the completion of 93 affordable properties for rent and 22 affordable properties for shared ownership (CPA 21).

For more detailed plans about Housing, see

- Housing Strategy
- Housing Revenue Account Business Plan 2004
- Housing Charter
- Tenant Participation Agreement
- Housing Service Strategies
- Best Value Service Review Report on Housing Services

Housing Lead Officer
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Housing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Housing							
BV62 The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	1.25%	1.35%	2	2	2	3.11%	3.75%
BV63 The average SAP rating of local authority owned dwellings	69	62	72	74	76	60	65
BV64 The number of non local authority owned vacant dwellings that are returned into occupation or demolished during the financial year as a direct result of action by the local authority	0	0	20	25	30	3	3
BV66a The rent collected by the local authority as a proportion of rents owed on Housing Revenue Account dwellings	97.8%	97.50%	98.0%	98.0%	98.0%	94.81%	98.6%
BV66b The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	1	1	12%	12%	12%	3	3
BV66c The percentage of local authority tenants in arrears who have had Notices Seeking Possession served	1	1	17%	17%	17%	3	3
BV66d The percentage of local authority tenants evicted as a result of rent arrears	1	1	0.26%	0.26%	0.26%	3	3
BV164 Does the authority follow the Commission for Racial Equality's Code of Practice in Rented Housing and the Good Practice Standards for Social Landlords on Tackling Harassment included in Tackling Racial Harassment - Code of Practice for Social Landlords	Yes	Yes	Yes	Yes	Yes	32%	3
BV 183 The average length of stay in (i) bed and breakfast accommodation and (ii) hostel accommodation of households that are unintentionally homeless and in priority need	(i) 0 weeks (ii) 16.8 weeks	(i) 2 Weeks (ii) 23 Weeks	(i) 0 Weeks (ii) 16.5 Weeks	(i) 0 Weeks (ii) 16.5 Weeks	(i) 0 Weeks (ii) 16.5 Weeks	(i) 5.86 Weeks (ii) 13.83 Weeks	(i) 1.18 Week (ii) Not scaled

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Housing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV 184a The proportion of local authority dwellings which were non-decent at the start of the financial year	7.3%	8.6%	5.5%	3.5%	2.5%	31%	15%
BV 184b The percentage change in proportion of non-decent dwellings between the start and end of the financial year	52.7%	15%	25%	36.5%	28.7%	9.5%	26.6%
BV185 Percentage of responsive (but not emergency) repairs during 2004/05, for which the authority both made and kept an appointment	21%	20%				43.4%	83.2%
BV202 The number of people sleeping rough on a single night within the area of the authority	1	0 - 10	0 - 10	0 - 10	0 - 10		
BV203 The percentage change in the average number of families placed in temporary accommodation	+75%	-10%	-2%	-2%	-2%		
BV211a The proportion of planned repairs and maintenance expenditure on Housing Revenue Account (HRA) dwellings, compared to responsive maintenance expenditure on HRA dwellings			60%	60%	60%		
BV211b The proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non urgent repairs expenditure to HRA dwellings			40%	40%	40%		
BV212 The average time taken to re-let local authority housing			42 days	42 days	42 days		
BV213 The number of households who considered themselves as homeless who approached the local authority's housing advice services, and for whom housing advice casework intervention resolved their situation			10%	10%	10%		

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Housing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV214 The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years	1	1	5%	5%	5%	3	3
Local Performance Indicators (Medium Term Priority 1(b))							
H1a The amount of former tenant rent arrears collected per annum	£60,071	£40,000	£40,000	£40,000	£40,000	3	3
H1b The rent arrears of current tenants as a proportion of the authority's rent roll	2.21%	2.1%	2.1%	2.1%	2.1%	3	3
H2a The percentage of repairs undertaken within target time: Emergency	98%	99%	99%	99%	99%	3	3
H2b The percentage of repairs undertaken within target time: Urgent	85%	85%	90%	95%	95%	3	3
H2c The percentage of repairs undertaken within target time: Routine	83%	85%	90%	95%	95%	3	3
H2d The percentage of repairs undertaken within target time: Priority (Within 3 Days)	1	1	90%	95%	95%	3	3
H3a The level of satisfaction with repairs: quality of repair	98%	98%	2	2	2	3	3
H3b The level of satisfaction with repairs: polite/co-operative workmen	99%	98%	2	2	2	3	3
H3c The level of satisfaction with repairs: polite/home left clean and tidy	99%	98%	2	2	2	3	3
H3d The level of satisfaction with repairs: Works completed on time	98%	96%	2	2	2	3	3
H3e The level of satisfaction with repairs: General standard of service received	98%	96%	97%	97%	97%	3	3
H4b The percentage of repair work found to be satisfactory by post inspecting officer	Not collected	Target not set	2	2	2	3	3
H5b The average relet time for local authority dwellings let in the financial year (calendar days)	26.3	15 days	2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Housing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators (Medium Term Priority 1(b))							
H5c The percentage of net rent lost through local authority dwellings becoming vacant	1.06	1.0					
			2	2	2	3	3
H6a The average waiting time for adaptations to LA housing for people with disabilities. Time between initial referral and decision on whether the work should go ahead	Minor 1.6 Major 2.3	Minor 7 days Major 7 days					
			2	2	2	3	3
H6b The percentage of net rent lost through local authority dwellings becoming vacant (i) Minor work, in calendar days (ii) Major work, in calendar days	(i) 30 (ii) 42	(i)28 (ii)90					
			2	2	2	3	3
H7a The average waiting time for adaptations to Local authority housing for people with disabilities: time taken between initial referral and decision on whether the work should go ahead	Not collected	Target not set					
			2	2	2	3	3
H7b The average waiting time for adaptations to local authority housing for people with disabilities: time taken between decision in (a) and completion of work	Not collected	Target not set					
			2	2	2	3	3
H8 The percentage of Careline calls responded to within 30 seconds	99%	98%					
			2	2	2	3	3
H9a The average time taken to apply for a right to buy application (i) leasehold (ii) freehold	5.5 days 4.1 days	14 days 14 days					
			2	2	2	3	3
H9b The average time taken to process a right to buy application (i) freehold (ii) leasehold	5.2 days 5.4 days	12 days 8 days					
			2	2	2	3	3
H10a The average number of homeless households during the year in (i) B & B accommodation (ii) Hostel accommodation (iii) Other temporary housing	(i) 11 (ii) 20 (iii) 108	(i)6 (ii)36 (iii)70	(i)6 (ii)36 (iii)60	(i)6 (ii)36 (iii)60	(i)6 (ii)36 (iii)60		
						3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Housing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators (MTP 1(b))							
H10b The average number of working days taken to complete a homelessness enquiry and issue a written decision	29	35					
			2	2	2	3	3
H10c The proportion of homelessness decisions on which the authority makes a decision and issues written notification to the applicant within 33 working days	66%	65%					
			2	2	2	3	3
H11 The percentage of tenants surveyed who feel racial harassment is a problem in their area	2%	2%					
			2	2	2	3	3
H12a The number of squatted properties as a percentage of vacant council properties	0	0					
			2	2	2	3	3
H12b The number of vacant dwellings as a percentage of properties	1.16%	1%					
			2	2	2	3	3
H13 The percentage of tenants contacting their landlord, satisfied with their treatment by the authority	71%	71%					
			2	2	2	3	3
H14b The percentage of lettings (Local Authority & Registered Social Landlord) to homeless households	18%	33%					
			2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

“A Safe Community”

One of the key objectives of the Epping Forest District Community Strategy for 2004 to 2021 is to be a district where people will be reassured that criminal and disorderly behaviour is unusual and, where it does occur, that the police, other agencies and members of the community will do their utmost to ensure that those responsible are brought to justice. This vision is reflected in the council’s own medium-term priorities which seek to maintain the district as a safe, healthy and attractive place. The Community Wellbeing Portfolio is included in this section of our Best Value Performance Plan.



Community Wellbeing

Our Community Wellbeing responsibility includes a range of services to make sure our district is a safe and healthy place to live and work in. We do this through our involvement on the Epping Forest Crime and Disorder Reduction Partnership. Making sure the district is safe also extends to being in a state of readiness to respond effectively to emergencies, which is achieved through our Emergency Planning Team. We have worked with our partners such as the Primary Care Trust to promote health and wellbeing in recent years and are seeking to further reduce the impact of social exclusion. We provide grant aid to a wide number of community and leisure-based organisations provide concessionary fares for older people, and work with the voluntary sector. The portfolio is also responsible for the licensing of persons and premises for the sale of alcohol and provision of public entertainment, which transferred to the council early in 2005.

Our Achievements for 2004/05

During the last year we achieved the following:

- We worked with our partners and other agencies to validate and exercise our emergency response plans;
- We worked in partnership to develop a system for dealing with 'bogus officials; and
- We awarded grant aid of £250,000 to support the work of groups such as the Citizen's Advice Bureau and Voluntary Action Epping Forest.

Current Issues

The following issues will be faced by the Community Wellbeing Portfolio over the next year.

Emergency Planning

The Civil Contingencies Act was introduced on 1 April 2005, placing a statutory duty on the council to assess risks, make and exercise plans, build resilience and be able to respond efficiently and effectively with other partner agencies to incidents. The council already has an effective emergency planning and response team in place, however it will need to build on its achievements so far to be able to address the challenges for resilience planning and emergency response that the new Act brings with greater partnership and collaborative arrangements with other partner agencies.

Our Aims for 2005/06

To implement the Civil Contingencies Act 2004 in partnership with other agencies which have an emergency response role.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 1a	March 2006	None	None

Crime and Disorder

The new Epping Forest Crime and Disorder Reduction Strategy was published in April 2005. This strategy forms the core of the Crime and Disorder Reduction Partnership's work for the next three years, and includes an increase in CCTV coverage across the district, providing places for young people to meet, increasing the number of Police Community Support Officers, keeping areas clean and better information on how and where to report anti-social behaviour.



Our Aims for 2005/06

To fund the provision of six additional Police Community Support Officers for the district, jointly with Essex Police.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
12	Aim 1d	March 2006	None	None

To appoint an Anti-Social Behaviour Co-ordinator to develop an operational and strategic response to antisocial behaviour issues.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2006	None	BV126,128

Concessionary Fares

The council has negotiated a concessionary fare scheme running in conjunction with Transport for London (TfL), which is unique amongst district councils, as no other districts have schemes that involve London Underground or bus travel so far beyond their boundaries. We will be investing resources over the next year to enhance the scheme, following changes to its operation by TfL.

Our Aims for 2005/06

To invest £10,000 to enhance the benefits available under the existing scheme providing concessionary travel into London.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2d	March 2006	None	None

Grant Aid

The Council's overall budgetary situation has led to reductions in the amount available for grant aid, although proposals put into effect following a review of voluntary sector assistance in 2004 have alleviated the effects of the reductions. This year we will be looking to ensure that funds available are distributed on an equitable basis and where appropriate provide a degree of additional financial security to voluntary groups.

Our Aims for 2005/06

To integrate the Epping Forest District Local Compact and Codes of Practice that set out the commitments of the council and the community and voluntary sectors, within the Grant Aid Scheme.

Social Inclusion

The Social Inclusion Forum was set up in 2000 and made vigorous strides to address those social needs masked by the district's generally affluent image. The responsibility for the further development of social inclusion initiatives rests with the Local Strategic Partnership. As part of the production of a number of action plans for achieving the objectives set out in the Community Strategy, the partnership has identified various targets, several of which assist social inclusion. The council along with others in the partnership will be implementing these targets and identifying further targets, as need arises, during the life of the Community Strategy.

Our Aims for 2005/06

To address social inclusion through the Community Strategy and accompanying action plans, (details of the individual targets aimed at improving social inclusion are set out with the action plans produced by the LSP arising from the finalisation of the Community Strategy).

Community Wellbeing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Race Equality							
BV2a The level of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability	Level 1	Level 1	Level 1	Level 1	Level 1		
BV2b The quality of an authority's Race Equality Scheme and the improvements resulting from its application	42%	42%	47%	47%	47%	41%	55%
Best Value Performance Indicators - Community Safety							
BV126 Domestic burglaries per year per 1000 households in the local authority	13.86	12.08	11.96	11.82	12.19		
BV127a Violent offences committed by a stranger per 1,000 population	8	6.59					
BV127a Amended - Violent crime per year, per 1,000 population in the Local Authority area			14.43	13.93	13.43		
BV127b Violent offences committed in a public place per 1,000 population	10.24	8.98					
BV127b Amended - Robberies per year, per 1,000 population in the Local Authority area			0.77	0.71	0.66		
BV127c Violent offences committed in connection with licensed premises per 1000 population	0.51	0.47					
BV127d Violent offences committed under the influence, per 1000 population	1.44	1.39					
BV128 The number of vehicle crimes per year, per 1,000 population in the local authority area	13.98	13.73	12.92	12.19	11.47		

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Community Wellbeing - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV156 The percentage of local authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	76.9%	76.9%	76.9%	76.9%	76.9%	47.77%	67%
BV174 The number of racial incidents reported to the local authority and subsequently recorded per 100,000 population	144.76	130.0	134.83	136.49	148.9	N/A	N/A
BV175 The percentage of racial incidents reported to the local authority and that resulted in further action	100%	100%	100%	100%	100%	64.28%	100%
BV176 The number of domestic violence refuge places per 10000 population, which are provided or supported by the authority	0.41%	0				0.38%	0.64%
BV225 The overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence			66.6%	75%	75%		
Local Performance Indicator (Medium Term Priority 2(d))							
CW/01 The number of visits completed to all voluntary groups in receipt of long term funding agreement	5	6					

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

“Fit For Life”

One of the key objectives of the Epping Forest District Community Strategy for 2004 to 2021 is to be a district where people of all ages and abilities can lead a healthy lifestyle by having access to effective high quality leisure and cultural services. This vision is reflected in the council’s own medium-term priorities which seek to address leisure need. The Leisure Portfolio is included in this section of our Best Value Performance Plan.

Leisure

In recent years there has been an increasing understanding of the importance that wide ranging leisure provision can make to health and social cohesion. The Community Strategy for the district highlights a vision for the area where people of all ages and abilities can live a healthy lifestyle by having access to effective high quality health, leisure and cultural services.

Although the council plays an important role in the provision of leisure and cultural opportunities, it does not have a statutory responsibility to provide them. A wide range of others in the private, public and voluntary sectors also have an important part to play. As such, the council's role is to meet gaps in the provision made by others, to assist others to provide leisure and cultural opportunities, (for example by support to the voluntary sector or encouragement of the private sector), and to develop partnerships and innovative ways of working to generate external funding to promote access to local leisure and cultural opportunities.

Our Achievements for 2004/05

During the last year we achieved the following:

- We undertook a survey current non-users, to increase participation of leisure and cultural facilities and services;
- We sought through competitive tender, an external partner to manage and develop our leisure facilities by the most cost effective means;
- We provided swimming lessons to 3,500 children across the district;
- We generated additional use of North Weald Airfield for major events, such as the Aerofair trade show and the charity Run for Life;
- We completed the refurbishment of the play area and tennis courts at Chigwell Row Recreation Ground;
- We extended the programme of activities for young people through the NACRO Community Sports Programme; and
- We retained the Green Flag award for the Roding Valley Nature Reserve, recognising excellence in the management of public open spaces.

Current Issues

The following issues will be faced by the Leisure Portfolio over the next year.

Leisure Centres and Swimming Pools

The expectations of customers are increasing with respect to choice, availability and quality of leisure facilities. As an area of provision which is intensive in terms of financial, physical and human resources, it is important that services are delivered in as cost effective means as possible. To this end the council has sought competitive tenders for the future management of its leisure centres, seeking a partnership which also encourages investment in new facilities.

Our Aims for 2005/06

To provide new health and fitness facilities at Ongar Leisure Centre, with the assistance of an alternative management partner (if appropriate).

CP:	MTP :	Target :	CPA :	BVPI/LPI:
64	Aim 1e	March 2006	None	None

Young People

The concerns of young people in the district are an important consideration for the council, given that they represent the future of the district. All too often issues of anti-social behaviour are highlighted without full recognition of the many positive achievements. Effective partnership working and communication with young people to establish their issues and priorities is the key to designing and delivering future services for this age group.



Our Aims for 2005/06

To increase opportunities for young peoples' representatives to present issues of importance and become more engaged in the democratic process.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2b	March 2006	None	L16,17

To increase access to information about services for young people.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
54	Aim 2b	April 2006	39	None

To provide an extensive programme of activities for children across the district over the school summer holidays.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2b	July 2005	None	None

Rural Issues

Epping Forest is an area of distinctive towns and rural villages with a special character. Yet within the district, many services are located in the more southerly urban fringe, with a public transport system that is not adequate. This can lead to issues of isolation and access in the more rural areas of the district. "Beyond Suburbia" is an innovative project targeted at addressing such issues.

Our Aims for 2005/06

To enhance the quality of life in the more rural parts of the district through the 'Beyond Suburbia' rural regeneration project, and enhance the provision of cultural opportunities, tourism and related economic development initiatives.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
51	Aim 2c	Dec 2005	4	L5,L11

To review future management arrangements for the Roding Valley Local Nature Reserve, in advance of the termination of the existing agreement with Essex Wildlife Trust in late 2006.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
76	Aim 1e	March 2006	None	None

Healthy and Active Lifestyle

With an ageing population and a health profile that reflects national trends in illness, in particular the levels of heart disease, cancers and diabetes, the importance of leading an active lifestyle is clear. Rates of childhood obesity are rising, with poor diet and inactivity, as a result of the increase in home media entertainment being one of the key factors. There is a need to encourage people to improve their health through partnerships between education, health and leisure providers, working closely with communities to identify what will assist them most.

Our Aims for 2005/06

To implement an 'Active For Life' physical activity and health programme in conjunction with Epping Forest Primary Care Trust, aimed at enabling communities to develop healthier lifestyles.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
62	Aim 1e	March 2006	None	L10

Social Cohesion

Many factors in modern life can lead to social exclusion, particularly amongst vulnerable groups within our community, such as the elderly, people with disabilities and those on low levels of disposable income. By working closely with local people, and utilising leisure and cultural activity as a means of meeting need, stronger cohesive communities can be built.



Our Aims for 2005/06

To increase out of hours security at North Weald Airfield in response to risk assessments and increasing incidents of theft and vandalism.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1e	March 2006	None	None

History of the District

The Council's museum at Waltham Abbey tells the story of the people who have lived and worked in this part of south Essex from the earliest inhabitants to the present. Housed in a building dating back to 1520, the Museum displays some of the key archaeological finds from around the district and provides an introduction to our villages and town.

Our Aims for 2005/06

To seek to assist awareness and interpretation of our social history through better access and display of the collections of the Epping Forest Museum.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 1e	March 2006	None	None

Our Comprehensive Performance Assessment identified that the councils makes limited use of participation data to ensure that all sections of the community access our services, and that whilst our child protection policies are comprehensive in relation to our leisure and cultural services, best practice needs to be extended across our services. We will therefore undertake the following during 2005/06 to improve our performance. These additional aims are linked by reference to the CPA Improvement Plan report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan.

- To develop an action plan based on results of non-user research conducted in March 2003 (CPA 39);
- To revise existing Child Protection policies to ensure that current best practice is reflected (CPA 40);
- To seek external verification from West Essex Child Protection Team and National Society for the Prevention of Cruelty to children (NSPCC), (CPA 40); and
- To introduce new corporate training programme(s) (CPA 40).

For more detailed plans about leisure see

- Cultural Strategy
- Sports Development Strategy
- Arts Policy
- Marketing Strategy

Young People	Elizabeth Cuffy	01992 564328
Sports Development	Julie Chandler	01992 564214
Epping Forest Arts	Carien Meijer	01992 564552
Community Leisure	Elizabeth Cuffy	01992 564557
Museum Services	Tony O'Connor	01992 716882
Leisure Facilities & Swimming Pools	Laura MacNeill	01992 564223
Roding Valley Nature Reserve	Paul Hewitt	01992 788203

Leisure Lead Officer Derek Macnab (Head of Leisure Services)
Phone: 01992 564561
E-mail: dmacnab@eppingforestdc.gov.uk



Leisure - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV170a The number of visits to/usages of museums per 1000 population	387.9	260.3				597	670
BV170a (Amended) The number of visits to/usage's of local authority funded or part-funded museums and galleries in the area per 1,000 population			309	309	309		
BV170b The number of those visits that were in person per 1000 population	99.6	132				328	427
BV170b (Amended) The number of those visits to local authority funded, or part funded museums that were in person per 1,000 population.			131.47	128.09	128.09		
BV170c The number of pupils visiting museums and galleries in organised school groups	3178	1000	3600	3700	3700	2692	2754
Local Performance Indicators (Medium Term Priority 1(e))							
LPI 1 The number of parishes in the district in which EFDC directly provides leisure opportunities	9	6					
L1a The number of parishes in the district in which the council directly provides leisure opportunities. (1 & 2)			16	17	17		
LPI 2 The number of parishes in the district in which the Council has directly provided leisure opportunities on an occasional basis	15	16					
L2a The number of parishes in the district in which the council has enabled other organisations to provide other leisure opportunities (3 & 4)			14	15	15		
LPI 3 The number of parishes in the district in which the council has enabled other organisations to provide leisure opportunities all year round	8	7					
L3a The number of individuals on low income who benefited from special activity prices (5 & 6)			2200	2350	2400		
LPI 4 The number of parishes in the district in which the Council has enabled other organisations to provide leisure opportunities on an occasional basis	12	9					
LPI 5 The number of individuals on low income who benefited from special concessionary prices.	2072	2672					

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Some LPI's have now been amalgamated shown in green



Leisure - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicator (Medium Term Priority 1(e))							
LPI 6 The number of new leisure facilities directly provided by EFDC	0	0	2	2	2	3	3
LPI 7 The number of new leisure facilities enabled by EFDC	4	3	1	2	2	3	3
L7a The number of organisations with whom leisure services has worked in partnership to promote healthy living and enable social inclusion (10 & 11)	1	1	50	55	60	3	3
LPI 8 The number of new leisure opportunities directly introduced by EFDC	38	45	50	50	50	3	3
LPI 9 The number of new leisure opportunities enabled by EFDC	16	3	3	4	5	3	3
LPI 10 The number of organisations with whom leisure services has worked in partnership to promote good health and opportunities for healthy living.	54	40	2	2	2	3	3
LPI 11 The number of organisations with whom Leisure Services has worked in partnership to encourage and enable social inclusion in leisure activities	57	35	2	2	2	3	3
L11a The number of new activities for 13 to 19 year olds enabled or directly provided by the council (16 & 17)	1	1	12	15	17	3	3
LPI 12 The number of patients referred by a medical professional to an EFDC health-based activity scheme	157	138	157	168	180	3	3
L12a The percentage of leisure centre users who rated the service received as good or excellent (New)	1	1	75%	80%	82%	3	3
LPI 13 The number of medical professionals who referred patients to an EFDC health-based activity scheme.	52	25	2	2	2	3	3
LPI 14 The number of 0-16 year olds attending swimming courses	11,290	10,000	10,500	10,500	10,500	3	3
LPI 15 The number of events staged at NorthWeald airfield	118	180	135	140	145	3	3
LPI 16 The number of new leisure activities especially for 13-19 year olds directly provided by EFDC	17	8	2	2	2	3	3
LPI 17 No of new leisure activities especially for 13-19 year olds enabled by the council	18	2	2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Some LPI's have now been amalgamated shown in green or are new



Economic Prosperity

One of the key objectives of the Epping Forest District Community Strategy for 2004 to 2021 is that the district will have a thriving and sustainable local economy, which extends opportunity for local residents and promotes prosperity throughout the district. This vision is reflected in the council's own medium-term priorities which seek to encourage sustainable economic development. The economic development function of the Planning and Economic Development Portfolio is included in this section of our Best Value Performance Plan.

Planning and Economic Development

We aim to work with local businesses and other partners to promote business efficiency and help local firms to develop. We also enhance local town centres, assist the rural economy and promote tourism in the district.

Our Achievements for 2004/05

During the last year we achieved the appointment of a Town Centre Manager to coordinate enhancement, crime reduction, cleanliness, traffic and community involvement issues.

Our Plans for 2005/06

To promote business investment locally and ensure adequate long-term supply of business sites and premises.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
48	Aim 1d	Ongoing	None	None

To help small enterprises meet accommodation and operational needs.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
49	Aim 1d	Ongoing	None	None

To assist the rural economy and support the vitality of rural communities.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
52	Aim 1d	Ongoing	None	None

To promote tourism within the district.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
42	Aim 2c	April 2006	None	None

Comprehensive Performance Assessment

There were no economic development improvements identified as part of our CPA.

Performance Indicators

There are no Best Value Performance Indicators in relation to Economic development. The council has not adopted any local performance indicators in respect of this function.

For more detailed plans about Planning and Economic Development, see:

- Local Plan
- Economic Development Strategy

Economic Development Henry Stamp 01992 564111

Planning and Economic Development Lead Officer
 John Preston (Head of Planning and Economic Development)
 Phone: 01992 564111
 E-mail: jpreston@eppingforestdc.gov.uk

Resource Management Our Priorities and Performance

In addition to the medium term priorities which reflect our commitment to high quality services provided directly to the community, we have developed additional medium term priorities which show the importance of our corporate services. These provide essential support to the work of the Council. Our People First, Information and Communications Technology and Corporate Support Services, and Finance and Performance Management Portfolios are included in this section of our Best Value Performance Plan and details of our performance in these areas can be found in the following sections.

Our Medium Term Priorities

<p><i>Policy Theme (2)</i></p> <p>An organisation that listens and leads to resolve local issues</p>	<p><i>Medium Term Priorities</i></p> <ul style="list-style-type: none">(a) Political leaders give clear direction(b) communicate with the public about service delivery(c) prioritise objectives and services(d) co-operate and plan with partners
<p><i>Policy Theme (3)</i></p> <p>Accessible affordable and improving services</p>	<p><i>Medium Term Priorities</i></p> <ul style="list-style-type: none">(a) identify and target resources, realise capacity and manage performance(b) procure services in the most beneficial and cost effective way(c) develop services, staff and the working environment

Our Customer Charter

We have developed our customer charter to let our customers and partners know the overall standards that they can expect from the council and how we will work to provide the best services for the district.

We will

Consult with our customers, listen to what they say and respond in the best way we can.

Be open in all financial matters and always remember we are spending public money.

Constantly search for ways in which we can improve our services.

Respond to changes which affect our customers.

Be open and honest in all our dealings and treat everyone equally and fairly.

Strive towards excellence in all our services and provide the best value available.

Invest in our staff through training and development so we can provide the best service.

Do our best to care for the environment for today and for the future.

People First

People First is a portfolio that primarily deals with the external relations of the council and its democratic and decision making processes. It also covers media relations, the website and a range of other issues at the heart of the authority such as our constitution, democratic services, compliments and complaints, liaison with local councils, and the standards we expect from our councillors and officers. This is not a spending portfolio in the same way as some service portfolios. However, because of its association with the Leader of the Council, it is an influential portfolio in terms of the council's corporate centre.

Our Achievements for 2004/05

During the last year we achieved the following:

- We implemented new county electoral divisions;
- We participated in a review of Parliamentary electoral arrangements,
- We reviewed our reception and information facilities;
- We reviewed our approach to Overview and Scrutiny; and
- We introduced weekly surgeries and media briefings with the Leader of the council to improve communication between the authority and our residents.

Current Issues

The following issues will be faced by the People First Portfolio over the next year.

Leadership and Democracy

We have agreed a new member/officer protocol and have commenced work on a new role for council meetings, involving both councillors and our residents in the democratic process.

Our Aims for 2005/06

To implement our Corporate Communications Strategy.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
91	Aim 2b	March 2006	None	None

To implement our Access to Information Strategy.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2b	March 2006	None	None

To implement new parliamentary electoral arrangements.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2a	June 2006	None	None

Access to information and Services

We have reviewed our information facilities at the Civic Offices and Traps Hill, Loughton. We are developing the website to encourage e-transactions and enhance public information and e-application options. In making our services accessible to everyone we are producing jargon free information and making this available in formats accessible to people with special needs.



Our Aims for 2005/06

To continue to develop the interactive elements of our website.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2c		17	BV157

To investigate the possible introduction of a single customer contact centre for all of the council's services.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 2b	March 2006	28	BV157

Democratic Services

We have conducted a review of overview and scrutiny arrangements.

Our Aims for 2005/06

To review and implement a member remuneration scheme for 2006/07 at agreed levels.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
87	Aim 3a	March 2006	None	None

To implement an arrangement for the local investigation of complaints against councillors.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
87	Aim 2b	March 2006	None	None

To introduce new arrangements to improve the effectiveness of our overview and scrutiny function, in order that we concentrate on priority issues and improve our performance.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
87	Aim 2c	May 2005	11	None

Comprehensive Performance Assessment

Our Comprehensive Performance Assessment identified that there is a lack of take up of training by some members, that our scrutiny function is not fully effective, that our website is improving slowly, that we have mixed levels of customer satisfaction, that we have no plan to achieve a customer contact centre, and that we have limited cross-departmental fault reporting. Proposals for improvement in some of these areas are already covered by our aims for next year and, in addition to the aims previously set out in this plan, we will undertake the following during 2005/06 to improve our performance. These additional aims are linked by reference to our CPA Improvement Plan report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan.

- To review our current portfolio of member training courses and ensure greater take-up (CPA 8);
- To engage consultants in order to undertake a scoping exercise in relation to the possible introduction of a single customer contact centre (CPA 28); and
- To introduce requirements for cross-service fault reporting across all service areas (CPA 35).

For more information on the services in this section, see

- Public Relations Tom Carne 01992 564039
- Consultation Val Loftis 01992 564471
- Access to information Adrian Scott 01992
- Democratic Services Graham Lunnun 01992 564244

Leadership and Democracy Lead Officer
 Ian Willett (Head of Research and Democratic Services)
 Phone: 01992 564090
 Email: iwillet@eppingforestdc.gov.uk

People First - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV1a Does the authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well-being in a way that is sustainable?	No	No				82%	
			2	2	2		3
BV1b By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	2005/06	2005/06					
			2	2	2	3	3
BV1c Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?	a)No b) 2005/06	a) No b) 2005/06					
			2	2	2	3	3
BV1d By when does the authority plan to have such a strategy in place? Are partnership arrangements in place to support the production of the strategy?	Not Applicable	Not Applicable				55%	
			2	2	2		3
BV177 Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority need identified in the Community Legal Service Partnership (CLSP) strategic plan	Unable to calculate	Target not set				53.1%	95%
			2	2	2		
BV226a The total amount spent by the local authority on advice and guidance services provided by external organisations		£130,000	£133,250	£133,250 + percentage inflationary rise	£133,250 + percentage inflationary rise		
	1					3	3
BV226b The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality mark at 'General Help' level and above.			Target still to be set by Head of Research and Democratic Services	Target still to be set by Head of Research and Democratic Services	Target still to be set by Head of Research and Democratic Services		
	1	1				3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

People First - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
BV226c The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	1	1	'New indicator -target to be set after one year of monitoring'	'New indicator -target to be set after one year of monitoring'	'New indicator -target to be set after one year of monitoring'	3	3
Local Performance Indicators - Public Relations (Medium Term Priority 2(b))							
PR1 The annual total of press releases issued	Not collected	Target not set	2	2	2	3	3
PR2 The number of press enquiries to which responses given within 3 hours of receipt	69.88%	68%	70%	70%	70%	3	3
PR3 The number of visits to the Council's website per month	438,000	180,000	481,800***	529,980***	600,000***	3	3
Local Performance Indicators - Democratic Services (Medium Term Priority 2(b))							
DS1 The percentage of electoral 'A' forms returned	Not collected	Target not set	2	2	2	3	3
DS2 The percentage compliance with statutory requirements for declarations of acceptance of office within 2 months for: (1)Parish/Town Councillors(2)District Councillors	Not collected	100%	2	2	2	3	3
DS3 The percentage compliance with statutory requirements for registrations of interests within 1 month for (1)Parish/Town Councillors (2) District Councillors	Not collected	(1)100% (2)100%	2	2	2	3	3
DS4 The percentage of executive decisions made by Cabinet members under delegated powers	Not collected	50%	2	2	2	3	3
DS6 The number of publications supplied by electronic means	198	185	2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available
- *** Revised targets following installation of monitoring software



Finance and Performance Management

Finance and Performance Management is about financial and quality control, providing the foundations needed for financial stability and continuous improvement, and the mechanisms to see whether or not the improvements have been achieved. Our overall objective is to continually improve the balance between the quality and level of service, and the cost to you. To achieve this we aim to: maximise income generated from fees, charges and rents, continually improve the accuracy, timeliness and cost-effectiveness of payments and actively manage all financial resources, investments and assets to ensure maximum benefit and minimum risk to the people of the district.

Our Achievements for 2004/05

During the last year we achieved the following:

- We were classified as a 'Good' council in an Audit Commission comprehensive performance assessment and developed an action plan to further improve our services;
- We changed our process for paying supplier invoices and significantly improved our statutory performance indicator;
- We developed a system of electronic ordering and began to roll it out across our services;
- We implemented an automated telephone payments system;
- We introduced electronic (BACS) payments for rent allowances; and
- We completed the accounts closure process more quickly and achieved the statutory target.

Current Issues

The following issues will be faced by the Finance and Performance Management Portfolio over the next year.

Financial and Asset Control

Our Aims for 2005/06

To investigate the possible regeneration of our industrial area at Langston Road, Loughton utilising council owned land.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2005	None	None

To implement a document management system for the Benefits Service to secure service improvements and reduce costs.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March2005	None	BV76-79

To introduce regular financial monitoring reports for councillors.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2005	None	BV76-79

To conduct a new tendering exercise for the council's insurance in order to secure best value from this contract.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2005	None	BV76-79

Income Generation

Our Aims for 2005/06

To keep any Council Tax increase below 4%.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
87	Aim 3a	March 2005	None	None



To make interactive Council Tax forms available on-line and introduce systems for other payments to be made through our website.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
87	Aim 3a	March 2005	None	None

Payment Services

Our Aims for 2005/06

To implement a payment strategy embracing electronic payment methods.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2005	25	None

To implement a system of paperless direct debits to secure service improvements and reduce collection costs.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2005	None	None

Performance Management

Our Aims for 2005/06

To further develop our Race Equality Strategy so that we are more responsive to the needs of our diverse community.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3a	March 2006	29	None

Comprehensive Performance Assessment

Our Comprehensive Performance Assessment identified that we needed to improve the management of our performance, that facilities for disabled access to our buildings were not improving, that we had yet to fully develop new procurement practices and that we hadn't introduced

a Race Equality Scheme. Some of these areas are already covered by our aims for next year and, in addition to the aims already set out in this plan we will undertake the following during 2005/06 to improve our performance. Each of these additional aims is linked by reference to the CPA Improvement Plan report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan.

- To review and revise as necessary the council's existing Performance Management Framework and business planning guidance, including the incorporation of SMART targets and aims focused on our medium-term priorities (CPA 5,23);
- To review the existing format of the Best Value Performance Plan (CPA 5);
- To review options for the relocation of Epping Sports Centre in light of future leisure management provision (CPA 22);
- To develop and implement a corporate Procurement Strategy (CPA 25); and
- To roll out the Race Equality Strategy across all services (CPA 29).
- To introduce revised processes for the collection, reporting, monitoring of performance information, and the alignment of LPIs to priorities (CPA 6,13,14,16)

For more detailed plans about Finance and Performance Management, see:

- Asset Management Plan
- Council Budget 2005/06
- CPA Improvement Plan

Finance Lead Officer
 Bob Palmer (Head of Finance)
 Phone: 01992 564279
 E-mail: bpalmer@eppingforestdc.gov.uk

Performance Management Lead Officer
 Tony Tidey (Head of Human Resources and Performance Management)
 Phone 01992 564054 E-mail: ttidey@eppingforestdc.gov.uk

Finance and Performance Management - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Finance							
BV8 The percentage of invoices for commercial goods and services paid by the authority within 30 days receipt or within agreed payment terms	94.47%	100%	100%	100%	100%	93.08%	96.74%
BV9 The percentage of Council Tax collected by the authority in the year	97.6%	98.2%	97.8%	98.1%	98.5%	97.7%	98.5%
BV10 The percentage of non-domestic rates due for the financial year which were received by the authority	98.7%	98.7%	98.7%	98.9%	99.12%	98.51%	99.12%
BV76a The number of housing benefit claimants in the local authority area visited per 1,000 caseload	207.9	141	150	150	150	202.73	304
BV76b The number of fraud investigators employed by the local authority per 1,000 caseload	0.33	0.24	0.40	0.40	0.40	0.39	0.48
BV76c The number of Housing and Council Tax Benefit fraud investigations carried out by the local authority per year per 1,000 caseload	38.76	65	65	65	65	49.61	61.7
BV76d The number of Housing and Council Tax benefit prosecutions and sanctions per year, per 1,000 caseload in the local authority area	3.30	5.0	5.25	5.50	6.0	4.39	5.83
BV 78a The average processing time for all new Housing and Council Tax Benefit claims submitted to the local authority, for which the date of decision is within the financial year being reported	44.4 days	32 days	30 days	30 days	30 days	40.4 days	31 days

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



Finance and Performance Management - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Benefits							
BV 78b The average processing time for all written notifications to the local authority of changes to a claimant's circumstance that require a new decision on behalf of the authority	24.7 days	10 days	10 days	10 days	10 days	11.4 days	7.2 days
BV79a The percentage of cases within a random sample for which the authority's calculation of Housing and Council Tax Benefit is found to be correct	99.6%	98%	98%	98%	98%	97.55%	99%
BV79b The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	30.7%	75%				49.11%	55.6%
			2	2	2		
BV79b(i) The amount of Housing Benefit (HB) overpayments recovered during the period being reported on, as a percentage of HB deemed recoverable overpayment during that period	1	1	45%	50%	55%	3	3
BV79b(ii) Housing Benefit (HB) overpayments received during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus the amount of HB overpayments identified during the period	1	1	45%	50%	55%	3	3
BV79b (iii) Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus the amount of HB overpayments identified during the period	1	1	15%	10%	10%	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Finance and Performance Management - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators - Internal Audit (Medium Term Priority 3(a))							
SS4a The percentage of projects in approved audit plan completed	86%	90%	85%	85%	85%		
						3	3
SS4b The productive time as a percentage of total time	64%	65%	65%	65%	65%		
						3	3
SS4c The overall user satisfaction level	81%	80%	80%	80%	80%		
						3	3
SS4d The average period from end of field work to first report to client	1.7 weeks	2 weeks	2 weeks	2 weeks	2 weeks		
						3	3
SS4f The average cost per productive audit day	£297	£275	£275	£275	£295		
						3	3
Local Performance Indicators - Finance (Medium Term Priority 3(a))							
F13 The percentage of telephone calls answered within 10 seconds	89.8%	96.5%	94%	94%	94%		
						3	3
F14 The percentage of correspondence answered within 8 working days	79%	86%					
			2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Information and Communication Technology, and Corporate Support Services

Since our last Best Value Performance Plan we have combined our Information and Communications Technology and Corporate Support Services Portfolios. We are looking at ways of using electronic methods to improve access to services and service delivery. We seek to exploit information technology to provide a joined-up and common approach to service delivery, allowing many council functions to be focused directly on the needs of the customer. This task is well under way with the upgrading of many 'back office' systems and the development of partnership arrangements across Essex to ensure consistency of approach. Corporate Support Services refers to the wide range of services that provide essential support to the work of the Council. These include legal services, payroll and human resource services, secretarial and administrative services, democratic and member services, and the provision of depot and office accommodation.

Our Achievements for 2004/05

During the last year we achieved the following:

- We developed a corporate Freedom of Information framework to provide open and responsive access to information;
- We implemented a corporate property management system;
- We fully participated in the Essex Online Partnership to assist with our local and Essex wide e-government objectives;
- We worked towards the Government's target date of January 2006 for all appropriate services to be on-line; and
- We further developed the Council's recruitment and retention strategy

Current Issues

The following issues will be faced by the Information and Communications Technology and Corporate Support Services Portfolio over the next year.

E-Government and Communications

E-Government means exploiting the power of information and communications technology to improve the accessibility, quality and cost-effectiveness of public services, and to help revitalise the relationship between customers and citizens and the public bodies who work on their behalf.

Our Aims for 2005/06

To introduce electronic services for councillors

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3c	March 2005	17	BV159

To continue participation in the Implementing Electronic Government (IEG) funding process to ensure that we receive further government capital grants.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3c	March 2006	None	BV157

To introduce the electronic delivery of democratic processes such as the publication of agenda and minutes of our committee meetings.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3b	March 2006	None	None

To meet the target date of January 2006 for all appropriate interactions with the public to be available on-line.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3c	March 2006	None	BV157

To prioritise the services that our customers and partners tell us they would like to access electronically.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
89	Aim 3c	March 2006	None	BV157



Our Aims for 2005/06

To further develop the council's Recruitment and Retention Strategy working in partnership with Essex Authorities.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3c	March 2006	6,9	BV11a,b,c,16a,17a

Legal Services

Our Aims for 2005/06

To computerise our Land Terrier, (our land ownership records), which are currently only held in hard copy and are at high risk in terms of business continuity.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3c	October 2005	None	None

To progress the registration of the council's unregistered properties

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3c	March 2005	None	None

To achieve the independently assessed Lexcel quality accreditation for our legal services, to improve the services that we provide.

CP:	MTP :	Target :	CPA :	BVPI/LPI:
None	Aim 3c	October 2005	None	CLE1

Comprehensive Performance Assessment

Our Comprehensive Performance Assessment identified that we still faced some recruitment and retention problems, that we did not effectively manage staff sickness, that our staff development reviews were inconsistently referred to in business plans, that learning was not systemised, and that we had not implemented a Workforce Development Plan. Proposals for improvement in some of these areas are already covered within our aims for next year and, in addition to the aims already set out in this plan, we aim to undertake the following during 2005/06 to improve our performance. Each of these additional aims is linked by reference to the CPA Improvement Plan report on the council's performance. These aims constitute a summary of our CPA improvements and full details can be found in the Council's Improvement Plan.

- To review the success of the council's Recruitment and Retention Strategy and partnership activities (CPA 9);
- To undertake a staff attitude survey (CPA10);
- To roll out the revised managing absence procedure across the council (CPA 12);
- To reissue guidance to all managers in relation to the completion and format of Staff Development Reviews (CPA 15);
- To implement team and officer recognition schemes (CPA 26); and
- To roll-out the Workforce Development Plan across the Council (CPA31).

For more information on the services in this section, see

Human Resources and Performance Management	Tony Tidey	01992 564054
Legal, Administration & Estates Services	Colleen O'Boyle	01992 564475
Democratic Services	Graham Lunnun	01992 564244
Information and Communication Technology	Adrian Scott	01992 564457



ICT and Corporate Support Services - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicators - Corporate Health							
BV11a The percentage of the top-paid 5% of local authority staff that are women	23.21%	22%	24%	25%	25%	21.24%	26.69%
BV11b The percentage of the top 5% of earners from black and ethnic communities	2.19%	2.25%	3%	3%	3.15%	1.48%	2.20%
BV11c The percentage of the top 5% of local authority staff who have a disability			6.0%	6.25%	6.5%		
BV12 The number of working days/ shifts lost to the local authority due to sickness absence	10.68	10	9.5	9	8.75	10.42	8.93
BV14 The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.18%	0.10%	0.10%	0.10%	0.25%	0.75%	0.14%
BV15 The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce	0.35%	0.50%	0.35%	0.35%	0.35%	0.42%	0%
BV16a The percentage of local authority employees with a disability	1.62%	1.45%	1.55%	1.65%	1.75%	3.41%	4.11%
BV16b The percentage of the economically active population in the authority area who have a disability	11.35%	Cannot set target	Cannot set target	Cannot set target	Cannot set target	12.91%	15.09%
BV17a The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the local authority area.	2.36%	2.75%	2.75%	2.75%	2.85%	1.9%	2.4%

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

ICT and Corporate Support Services - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Best Value Performance Indicator - Corporate Health							
BV17b The percentage of the economically active population from ethnic minority communities in the local authority area	5.15%	Cannot set target	Cannot set target	Cannot set target	Cannot set target	2.8%	3.4%
BV157 The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	70%	78%	100%	100%	100%	60.94%	72%
Local Performance Indicators - Staff Development (Medium Term Priority 3(c))							
HR/01 The percentage of women applying for training courses as a percentage of all those applying, compared with the percentage of women in the total workforce	55.47% 59.28%	Target not set					
			2	2	2	3	3
HR/02 The percentage of women attending training courses as a percentage of all those attending, compared with the percentage of women in the total workforce	55.09% 59.28%	Target not set					
			2	2	2	3	3
HR/03 The percentage of black and minority ethnic staff applying to attend training courses as a percentage of all those applying, compared with the percentage of black and minority ethnic staff in the total workforce.	1.52% 2.13%	Target not set					
			2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

ICT and Corporate Support Services - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators - Staff Development (Medium Term Priority 3(c))							
HR/04 The percentage of black and minority ethnic staff attending training courses as a percentage of all those attending, compared with the percentage of black and minority ethnic staff in the total workforce.	1.69% 2.13%	Target not set	2	2	2	3	3
HR/05 The percentage of disabled staff applying for training courses as a percentage of all those applying, compared with the percentage of disabled staff in the total workforce.	1.01% 1.46%	Target not set	2	2	2	3	3
HR/06 The percentage of disabled staff attending training courses as a percentage of all those attending, compared with the percentage of disabled staff in the total workforce	1.10% 1.46%	Target not set	2	2	2	3	3
HR/07 The number of staff subject to formal action under the disciplinary or managing absence procedures, or raising a grievance at stage 2 or above, monitored by race, gender and disability.	5 males/3 females (all white, none disabled)	Target not set	2	2	2	3	3
HR/08 The percentage of the workforce who receive an annual Staff Development Review, monitored by (a) race,(b) gender and (c) disability	(a) 57.89% (b) 48.57% (c) 61.53%	Target not set	2	2	2	3	3
HR/09 The number of female staff joining the authority as a percentage of all new starters.	67.02%	Target not set	2	2	2	3	3
HR/10 The number of black and minority ethnic staff joining the authority as a percentage of all new starters	3.19%	2	2	2	2	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available



ICT and Corporate Support Services - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators - Staff Development (Medium Term Priority 3(c))							
HR/11 The number of staff with disabilities joining the authority as a percentage of all new starters.	1.06%	Target not set	2	2	2	3	3
HR/12 The number of female staff leaving the authority as a percentage of all leavers.	55.13%	Target not set	2	2	2	3	3
HR/13 The number of black and minority ethnic staff leaving the authority	2.56%	Target not set	2	2	2	3	3
HR/14 The number of disabled staff leaving the authority as a percentage of all leavers.	0.64%	Target not set	2	2	2	3	3
HR/15 The number of women promoted within the authority as a percentage of all internal promotions	52%	Target not set	2	2	2	3	3
HR/16 The number of black and minority ethnic staff promoted within the authority as a percentage of all internal promotions	8%	Target not set	2	2	2	3	3
Best Value Performance Indicator - Legal Help (Medium Term Priority 2(d))							
BV177 Of the money we spend on legal and advice services, how much is spent on services that have been awarded the Quality Mark and meet a priority legal need? (Identified in the Community Legal Service Partnership strategic plan)	Unable to calculate	Target not set	2	2	2	53.11%	100%

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

ICT and Corporate Support Services - Our Performance

Performance Indicator	2004/05 Outturn	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target	District Council Average 2003/04	District Council Top 25% 2003/04
Local Performance Indicators - Legal Services (Medium Term Priority 3(a))							
C LE1 Achieve Lexcel accreditation	Introduction of Trico Star case management system	Complete manual required by Lexcel	To achieve accreditation	To retain accreditation		2	3
C LE2 The percentage of Housing Benefit fraud prosecutions which are successful	92.5%	100%	2	2	2	3	3
C LE5 The number of court findings against the authority under section 287 and 288 of the Town and County Planning Act 1990, or on judicial review	1	Dependent upon cases referred	Dependent upon cases referred	Dependent upon cases referred	Dependent upon cases referred	3	3
LP1 The percentage of letters seeking ownership details in relation to Section 106 Agreements sent within seven working days of full instructions being given to the Head of Legal, Administration and Estates.	1	1	100%	100%	100%	3	3
LP2 The percentage of first draft Section 106 Agreements sent to applicants/agents within seven days of the information required by indicator LP1	1	1	80%	85%	90%	3	3

Key

- 1 New indicator from 2005/06. No data available
- 2 Indicator deleted from 2005/06. Targets not required
- 3 Audited performance information not available

Review, Audit and Inspection

This section of our Best Value Performance Plan sets out how we aim to achieve the provision of the best possible services at the best value to our customers. We have also included the results of audit and inspection processes undertaken during the last year by the Audit Commission, which is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively.

Best Value Service Reviews

To achieve Best Value we must make sure that we are delivering 'value for money' services. We recognise that, over time, people's needs and expectations change, so we review how we provide our services by:

- consulting with service users and the local community
- comparing our performance against other organisations that provide similar services
- deciding whether someone else could provide that service more competitively
- challenging why services are provided in the way that they are
- seeking continuous improvement in the way we perform.

These processes are known as the 'five Cs'.

We consult with our community on the quality of life we offer, to ensure that we reflect your needs wherever possible.

We compare our performance by benchmarking against other authorities in our group of councils of similar geography and demography. The Best Value performance indicators give a comparison of where we stand nationally.

The review process challenges our services, and leads us to the continuous improvement that we strive to achieve. Best Value Service Reviews help us to improve by: meeting and setting new performance targets, identifying financial savings, comparing the cost of, and the ways in which we deliver our services, with other organisations in both the public and private sectors.

The Council has carried out the following Best Value Service Reviews:

- Community Safety (jointly with Essex County Council)
- Housing Needs (including homelessness)
- Community and Cultural Services
- Human Resources
- Development Control and Local Land Charges
- Leisure Management and Grounds Maintenance
- Accountancy and Exchequer
- Projects and Partnerships
- Environmental Control
- Housing Services

The results of these reviews have been set out in previous editions of our performance plan.

Contracts

The Government requires the Council to certify that since 13 March 2003, all contracts which involved the transfer of its staff complied where applicable with the Code of Practice on Workforce matters in Local Authority Service Contracts.

In April 2005 a number of our highways staff transferred to Essex County Council. The transfer took place in accordance with the code of practice.



Audit and Inspection

The Audit Commission reviews the council's main performance and financial systems each year. For 2003/04 the Commission reported as follows:

Council Performance

"The Comprehensive Performance Assessment (CPA) inspection of Epping Forest assessed the Council as 'good' with potential for improvement. This assessment concluded that many good services are delivered but that focus is now needed to improve weaker areas to enhance the quality of life for the people of Epping Forest.

The Council's Best Value Performance Plan (BVPP) 2004/05 complied in all material respects with legislation and statutory guidance".

Accounts and governance

Accounts

"The 2003/04 accounts were approved by the statutory deadline and an unqualified opinion on the financial statements was issued on 29 November 2004".

Financial Standing

"Arrangements to manage the Council's financial position are sound, although regular budget monitoring reports are not presented to Members. The Council under-spent its budget in 2003/04, and the position for 2004/05 and beyond is positive with balances being managed at the policy level set. However, financial uncertainties exist, and Members are aware that these need to be managed prudently. A comparison of Epping Forest's key financial standing ratios to other Districts shows that the Council's position at 31 March 2004 is satisfactory".

Systems of internal financial control

"No significant weaknesses were identified in the overall control framework".

Standards of financial conduct and prevention and detection of fraud and corruption and legality of transactions

"The Audit Commission concluded that arrangements were satisfactory in both these areas and had no issues to draw to the attention of Members"



10 Further Information

Links with other documents

This Best Value Performance Plan does not tell the full story of our performance and strategic aims. It refers to, and has been drawn up from, a number of documents that have an impact on our district. To read these, please contact the person named. Some of these documents are also on our website.

Access to Information Strategy

Contact: Ian Willett 01992 564243
iwillett@eppingforestdc.gov.uk

Anti Fraud Strategy

Contact: Joe Akerman 01992 564447
internalaudit@eppingforestdc.gov.uk

Asset Management Plan

Contact: Michael Shorten 01992 564124
mshorten@eppingforestdc.gov.uk

Local Agenda 21

Contact: Jim Nolan 01992 564083
jnolan@eppingforestdc.gov.uk

Business and Continuity Disaster Recovery Plan

Contact: Mike Tipping 01992 564280
mtipping@eppingforestdc.gov.uk

Business/Service Plans

Contact the appropriate Head of Service for copies of the annual business plans

Capital Strategy

Contact: Alan Hall 01992 564004
ahall@eppingforestdc.gov.uk

Code of Conduct for Councillors

Contact: Ian Willett 01992 564243
iwillett@eppingforestdc.gov.uk

Communication Strategy

Contact: Tom Carne 01992 564039
tcarne@eppingforestdc.gov.uk

Community Strategy

Contact: John Scott 01992 564050
jscott@eppingforestdc.gov.uk

Compliments and Complaints

Contact: Shirley Hawkins 01992 564051
shawkins@eppingforestdc.gov.uk

Consultation Strategy

Contact: Val Loftis 01992 564471
vloftis@eppingforestdc.gov.uk

Corporate ICT Plan

Contact: Adrian Scott 01992 564457
ascott@eppingforestdc.gov.uk

Council Budget Book

Contact: Bob Palmer 01992 564279
bpalmer@eppingforestdc.gov.uk

Council's Constitution

Contact: Ian Willett 01992 564243
iwillett@eppingforestdc.gov.uk

Council Plan

Contact: Stephen Tautz 01992 564180
stautz@eppingforestdc.gov.uk

Countrycare Annual Report

Contact: Paul Hewitt 01992 788203
phewitt@eppingforestdc.gov.uk

Crime & Disorder Strategy

Contact: Simon Ford 01992 564122
sfordx@eppingforestdc.gov.uk

Cultural Strategy

Contact: Derek Macnab 01992 564260
dmacnab@eppingforestdc.gov.uk

Food Safety Plan

Contact: Jim Nolan 01992 564083
jnolan@eppingforestdc.gov.uk

District Emergency Response Plan

Contact: Mike Tipping 01992 564280
mtipping@eppingforestdc.gov.uk

Further Information

Links with other documents

Food Premises Public Register

Contact: Jim Nolan 01992 564083
jnolan@eppingforestdc.gov.uk

Freedom of Information Publication Scheme

Contact: Adrian Scott 01992 564457
ascott@eppingforestdc.gov.uk

Fuel Poverty Strategy

Contact: John Gilbert 01992 564062
jgilbert@eppingforestdc.gov.uk

Grant Aid Scheme

Contact: Chris Overend 01992
564247
coverend@eppingforestdc.gov.uk

Health Improvement Plan

Contact: John Scott 01992 564050
jscott@eppingforestdc.gov.uk

Housing Service Strategies

Contact: Alan Hall 01992 564004
ahall@eppingforestdc.gov.uk

Homelessness Strategy

Contact: Marion Pearce 01992
564024
mpearce@eppingforestdc.gov.uk

Insurance and Risk Management

Contact: Bob Palmer 01992 564279
bpalmer@eppingforestdc.gov.uk

Implementing Electronic Government

Contact: Adrian Scott 01992 564457
ascot@eppingforestdc.gov.uk

Local Plan

Contact: John Preston 01992 564062
jpreston@eppingforestdc.gov.uk

Race Equality Strategy

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Social Inclusion Strategy

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Statement of Accounts

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Transport Strategy

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