

# EPPING FOREST DISTRICT COUNCIL

## COMPREHENSIVE PERFORMANCE ASSESSMENT IMPROVEMENT PLAN (NOVEMBER 2006)

WEAKNESS (AND CPA REPORT REF)	ACTION(S)	LEAD RESPONSIBILITY	TARGET FOR COMPLETION AND PRIORITY (HIGH, MEDIUM, LOW)	RESOURCES AVAILABLE/ REQUIRED	PROGRESS	
					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(1) Community Strategy is only now emerging and has weaknesses (CPA Report Paragraphs 26, 106).	(a) Publish Epping Forest District Community Strategy	Local Strategic Partnership	HIGH March 2004	Resources of action groups and partner agencies to the Community Strategy	<input type="checkbox"/>	<b>COMPLETED</b>  March 2005
	(b) Ensure that the council has a significant role in the LSP's themes action groups to develop and take forward key themes and actions	Joint Chief Executive (Community)	HIGH May 2005		<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  Specific actions/targets set in May 2005, along with the allocation of responsibility for achievement of targets via a range of themed action groups.  The relationship between the Council and the Local Strategic Partnership is being reviewed during 2006/07 by an Overview and Scrutiny task and finish panel.
	(c) Monitor the progress of the Community Strategy actions along with LSP partners	Joint Chief Executive (Community)	HIGH September 2005		<input type="checkbox"/>	<b>ON-GOING</b>  The Community Strategy actions/targets have been reviewed and updated by the themed action groups on an on-going basis and are now aligned with the Local Area Agreement (LAA) for Essex. Actions/targets will be reviewed further in line with government guidance on sustainable community strategies.
	(d) Ensure that the council plays a full part in appropriate action groups in terms of driving forward the actions in the Community Strategy	Joint Chief Executive (Community)	On-going		<input type="checkbox"/>	<b>ON-GOING</b>  The involvement of the Council in the LSP's themed action groups is being considered as part of the Overview and Scrutiny review to be undertaken during 2006/07.
<b>Position Statement</b>	The LSP Board has adopted its own framework for monitoring the achievement of individual actions within the Community Strategy.					

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<b>Recommendation</b>	Actions ongoing and to remain within the <b>IMPROVEMENT PLAN</b> in view of the corporate importance of the Essex Local Area Agreement.					
(2) Council Plan and Business Plans do not all have SMART targets, or make inconsistent use of SMART targets (CPA Report Paragraphs 23, 55).	(a) Review and revise as necessary the existing Council Plan and Performance Management Framework.	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH December 2005	All within existing resources	<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  Review of Council Plan completed February 2006 and new plan adopted by Council in July 2006. Review of Performance Management Framework to be completed upon publication of new Council Plan in late 2006.
	(b) Review and revise as necessary existing business plan guidance, to require the incorporation of SMART targets and aims focused on the medium-term priorities within all business plans from 2005/06 onwards.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Business Plan guidance revised and reissued March 2005 and March 2006. Business Plan guidance to be further reviewed and revised as necessary on an annual basis
<b>Position Statement</b>	The new Council Plan for 2006-2010 has been agreed and will be published in late 2006. Further revised Business Plan guidance will be issued in late 2006 to reflect value for money and equality requirements.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(3) Council declared priorities are too broad and include all areas of Council service (CPA Report Paragraph 31).	(a) Undertake review of existing Council Plan and publish new document.	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH December 2005	All within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Review of Council Plan completed February 2006 and new plan adopted by Council in July 2006. Review of Performance Management Framework to be completed upon publication of new Council Plan in late 2006.

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	(b) Review current suite of Local Performance Indicators to ensure focus on current priorities.		HIGH December 2005		<input type="checkbox"/>	<b>COMPLETED</b>  All Local Performance Indicators reviewed by Heads of Service during March/April 2005. Relevance of Local Performance Indicators to be further reviewed on an annual basis.
<b>Position Statement</b>	The new Council Plan will be published in late 2006. Heads of Service review current suite of Local Performance Indicators at the end of each year, to ensure that focus remains concentrated on priorities.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(4) No clarity around geographical and deprivation priorities (CPA Report Paragraph 31).	(a) Analyse levels of deprivation by individual wards with reference to the Index of Deprivation.	Joint Chief Executive (Community Services)	MEDIUM December 2005	All within existing resources	<input type="checkbox"/>	Analysis of levels of deprivation by individual wards currently in progress, and being aligned with the Essex LAA process in which the Council is taking a full and active role.
	(b) Report on conclusions and proposals for further action.		MEDIUM December 2005		<input type="checkbox"/>	<b>COMPLETED</b>  New Council Plan includes references to deprivation as part of Action Plan.
<b>Position Statement</b>	The new Council Plan for 2006-2010 will use deprivation data to focus priorities.					
<b>Recommendation</b>	Deprivation action ongoing and to remain within the <b>IMPROVEMENT PLAN</b> in view of the corporate importance of the Essex Local Area Agreement.					

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(5) Service Plans do not allocate resources to specific priorities (CPA Report Paragraph 35).	(a) As Action 2 (a).	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH April 2006	All within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Review of Performance Management Framework completed, linked to review of Council Plan. Performance Management Framework to be revised following publication of new Council Plan in late 2006.
	(b) Review and revise as necessary existing business plan guidance, to require the allocation of resources to specific priorities within all business plans from 2005/06 onwards.	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Business Plan guidance revised and reissued March 2005. Further revised Business Plan guidance issued in February 2006, and to be reviewed annually.
	(c) Undertake review of existing format of Best Value Performance Plan (BVPP).	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Revised format for BVPP agreed by Finance Cabinet Committee January 2005. BVPP considered by Cabinet and adopted by Council May 2005. Format for BVPP for 2006/07 considered by Finance and Performance Management Overview and Scrutiny Panel in April 2006. Adoption arrangements for future years included in annual Cabinet work programme.
	(d) Heads of Service to produce Business Plans in accordance with revised model and guidance.	All Heads of Service	HIGH June 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Production of Business Plans for 2006/07 completed. Heads of Service requested to submit all Business Plans to the Performance Management Unit to enable monitoring of compliance each year.
<b>Position Statement</b>	All Business Plans for 2006/07 completed. Performance Management Unit to monitor annual compliance with business planning process.					

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<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(6) Performance data is not consistently focussed on key issues (CPA Report Paragraph 41).	Implement revised procedures in relation to the future reporting of performance information.	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Revised reporting procedures and presentation format agreed and introduced from 1 April 2005. Performance management ICT system introduced from June 2006.  Fifty-two Key Performance Indicators adopted for 2006/07. Review of BVPI performance undertaken by Management Board in July 2006 and to be repeated on a quarterly basis.
<b>Position Statement</b>	Quarterly monitoring arrangements for Key Performance Indicators in place. Performance management ICT system introduced from June 2006.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(7) Where no political consensus exists issues can drift (CPA Report Paragraph 40).	(a) Review on individual basis contentious issues requiring decisions in advance, particularly where a consensus on how to proceed is not apparent.	Group Leaders/Head of Research and Democratic services	On-going (as relevant issues arise)	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Informal sessions have been held to discuss the overview and scrutiny review, RSS14 and local plans, and the refuse collection contract.

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	(b) Arrange informal sessions, workshops and briefings prior to important issues being debated, to clarify issues, brief members and seek consensus on a way forward.		On-going (as relevant issues arise)		<input type="checkbox"/>	<p><b>COMPLETED/ON-GOING</b></p> <p>Informal sessions being used to clarify voting processes as relevant issues arise.</p> <p>Any potential difficulties arising from the Council being politically balanced have been remedied by a political alliance that has controlled the Council and the Cabinet since May 2006.</p>
<b>Position Statement</b>	Informal sessions held on an individual basis as required.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					

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(8) Lack of take up of training by some members (CPA Report Paragraph 49).	(a) Review member attendance at training courses for 2004/05.	Group Leaders/Head of Research and Democratic Services	MEDIUM May 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Review of member attendance completed April 2005. Report to be made to new Overview and Scrutiny Task and Finish Group.
	(b) Develop member training programme for 2005/06 in consultation with all members of the council.		HIGH October 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Member training programme for 2006/07 published. Training programme for 2007/08 to be reviewed by the Overview and Scrutiny Standing Panel on Constitutional Affairs.
	(c) Review member training programme, including needs of overview and scrutiny.		MEDIUM September 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Overview and scrutiny training requirements reviewed by Overview and Scrutiny Task and Finish Group. Training programme for 2006/07 completed and published. Constitutional Affairs Overview and Scrutiny Standing Panel to review training programme for 2007/08.
	(d) Develop protocol on Members' Services, including requirements for mandatory training.		MEDIUM September 2005		<input type="checkbox"/>	<b>COMPLETED</b>  New protocol approved by the Standards Committee and issued to all members
	(e) Review member attendance at training courses for 2005/06.		LOW April 2006		<input type="checkbox"/>	<b>COMPLETED</b>  Undertaken by new Overview and Scrutiny Task and Finish Panel in conjunction with the review of general and overview and scrutiny training. Detailed survey of the number of members trained in key skills completed and results issued to Group Leaders.

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	(f) Overview and Scrutiny Task and Finish Group on Member Training to encourage member take-up of training courses.	Overview and Scrutiny Task and Finish Group on Member Training	HIGH May 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Overview and Scrutiny Task and Finish Group on Member Training has made representations to Group Leaders and letters are to be sent to all councillors who require training. New protocols on member services refer to the importance of training.
<b>Position Statement</b>	Actions completed.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(9) Recruitment and retention problems for some professional posts (CPA Report Paragraph 47).	(a) Introduce trainee positions in hard to fill areas.	Head of Human Resources and Performance Management	HIGH December 2005	Within existing resources and subject of possible funding bid to the ODPM	<input type="checkbox"/>	<b>COMPLETED</b>  One trainee position recruited to in Building Control and two in Planning Services. One post of trainee carpenter recruited. Trainee posts within Environmental Services, Legal, Benefits and Countrycare established.
	(b) Further develop joint advertising work with Essex authorities.				<input type="checkbox"/>	<b>COMPLETED</b>  The council participated in an extensive Essex wide advertising campaign from October 2004 to January 2005. A further Essex wide campaign took place in January 2006, and another is planned for September 2006 to target minority groups.



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	(c) Review current staff benefits package.				<input type="checkbox"/>	<b>COMPLETED</b>  Childcare vouchers to be introduced from October/November 2005. Free health checks for staff over forty years of age introduced from January 2005.
<b>Position Statement</b>	Ten trainee positions will have been established by the year-end. Despite the positive initiatives with regard to trainee recruitment and county-wide advertising, staff turnover still gives cause for concern in some areas					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(10) Staff morale suffering following Single Status (CPA Report Paragraph 48).	(a) Undertake a staff attitude survey.	Head of Human Resources and Performance Management	MEDIUM February 2006	Within existing resources	<input type="checkbox"/>	Survey deferred until November 2006 due to conflicting priorities.
	(b) Seek re-accreditation of Investors in People status.				<input type="checkbox"/>	<b>COMPLETED</b>  Investors in People re-accreditation achieved March 2005.

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	(c) Review Corporate Training Programme to help staff identify training needs, using Essex County Council's competency framework				<input type="checkbox"/>	<b>COMPLETED</b>  July 2005
<b>Position Statement</b>	The staff attitude survey will provide useful additional information on the way the council is viewed as an employer, and what aspects are attractive to new joiners. This is complimented by existing surveys of leavers and starters					
<b>Recommendation</b>	Action 10(a) will be completed by the end of 2006. Actions to be <b>DELETED</b>					

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(11) Scrutiny not fully effective (CPA Report Paragraph 46).	(a) Review current overview and scrutiny arrangements, seeking member consensus and programme for delivering change.	Head of Research and Democratic Services	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Review of current overview and scrutiny arrangements completed November 2004.
	(b) Gain acceptance by the council of the principles on which the new overview and scrutiny arrangements will operate, consulting all members and officers at all key stages.		HIGH February 2005		<input type="checkbox"/>	<b>COMPLETED</b>  New overview and scrutiny principles agreed by council February 2005.
	(c) Consult on and approve changes to the constitution and other processes to give effect to the new overview and scrutiny principles agreed.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Constitutional changes approved at full council meeting on 19 April 2005
	(d) Gain commitment to continuing process of annual review and training on new overview and scrutiny arrangements.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Review requirements agreed at full council meeting in February 2005
	(e) Agree initial review audit of new overview and scrutiny arrangements during 2006/07.		MEDIUM May 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Audit requirements agreed at full council meeting in February 2005

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	(f) Undertake initial review audit of new overview and scrutiny arrangements during 2006/07		MEDIUM October 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Review seminar held and results implemented during 2006/07.
	(g) Review training needs after inauguration of new overview and scrutiny arrangements.		MEDIUM October 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Overview and Scrutiny training requirements reviewed by Task and Finish Group. Training programme of member Overview and Scrutiny skills arranged for February to June 2006. Programme for future years to be planned and delivered in the same way.
<b>Position Statement</b>	Actions completed.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(12) High sickness rates and sickness data not used effectively to manage absence (CPA Report Paragraph 48).	(a) Train managers on revised managing absence procedures.	Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Manager training on revised managing absence procedures completed March 2005.
	(b) Communicate revised managing absence procedures to all staff.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Communications exercise included in staff payslips and Team Briefing during March 2005.

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	(c) Implement revised managing absence procedures across the council.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  New managing absence procedure introduced from March 2005
	(d) Monitor effectiveness of revised managing absence procedures and impact upon performance.		HIGH Ongoing		<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  Monitoring undertaken on a quarterly basis from July 2005.
<b>Position Statement</b>	Staff and manager training sessions have resulted in a standardised approach to managing sickness across the council, which appears to be yielding a reduction in absence levels.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(13) Local PI's not aligned to priorities (CPA Report Paragraph 55).	(a) Review current suite of Local Performance Indicators, to ensure focus on priorities.	Management Board/All Heads of Service	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Current suite of LPIs reviewed by Heads of Service March 2005. LPI suite to be further reviewed on an annual basis.
	(b) Adopt new suite of Local Performance Indicators aligned to the council's medium-term priorities.	Head of Human Resources and Performance Management			<input type="checkbox"/>	<b>COMPLETED</b>  Revised suite of LPIs introduced from 1 April 2005. Member attention focused on key performance issues through the Finance and Performance Management Overview and Scrutiny Panel.
<b>Position Statement</b>	Revised suite of LPIs introduced from 1 April 2005. Heads of Service review current suite of Local Performance Indicators at the end of each year, to ensure focus remains concentrated on priorities.					

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<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(14) Poor quality performance information, many PI's qualified in audit (CPA Report Paragraph 57).	(a) Review existing arrangements for collection of performance information;	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b> Review completed December 2004. Development of appropriate quality assurance processes for the collection of performance information recommended, to ensure provision of information in a timely, accurate and consistent way, with full management control.
	(b) Develop and introduce appropriate quality assurance processes for the collection of performance information, to ensure provision of information in a timely, accurate and consistent way, with full management control.				<input type="checkbox"/>	<b>COMPLETED</b> Quality assurance processes introduced from 1 January 2005. Processes to be further reviewed in light of internal audit assessment of LPI collection procedures for 2004/05.
<b>Position Statement</b>	Further revised quality assurance procedures issued September 2005. Performance management ICT system introduced from June 2006.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(15) Staff Development Reviews inconsistently refer to Service Plans (CPA Report Paragraph 60).	(a) Update and reissue guidance to all managers in relation to the completion and format of Staff Development Reviews.	Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b> Staff Development Review guidance updated and reissued April 2005.

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	(b) Monitor adherence to new guidance following completion of Staff Development Review process for 2005/06		HIGH April 2006		<input type="checkbox"/>	<b>COMPLETED</b>  Monitoring undertaken following the completion of Staff Development Reviews for 2006/07.
<b>Position Statement</b>	Staff Development Review guidelines have been updated. Adherence to new guidelines monitored at the end of each year.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(16) Members not getting information in a way that enables them to monitor service performance. Little use of benchmarking data or cost analysis (CPA Report Paragraphs 58, 104).	(a) As Action 2.	Joint Chief Executive (Resources)/Head of Human Resources and Performance Management /Overview and Scrutiny Committee Standing Panel	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Revised reporting procedures and presentation agreed and introduced from April 2005. Appropriate performance management ICT system to be introduced from June 2006. Management Board review of BVPI performance completed March 2005 and July 2006.
	(b) Implement recommendations of the overview and scrutiny review in relation to the future reporting of performance information.		HIGH May 2005		<input type="checkbox"/>	<b>COMPLETED</b>  New performance reporting arrangements introduced from May 2005. Finance and Performance Management Overview and Scrutiny Panel reviewing quarterly performance against basket of key BVPIs and LPIs.

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	(c) Investigate possible provision of benchmarking data to enable improved performance monitoring.		HIGH September 2005		<input type="checkbox"/>	<b>COMPLETED/ONGOING</b>  Benchmarking against national quartiles included for all appropriate BVPIs in Best Value Performance Plan for 2005/06 and 2006/07. Essex wide BVPI benchmarking group being development by Essex Performance Management Network.
<b>Position Statement</b>	Cabinet/ Finance and Performance Management Overview and Scrutiny Panel agree key performance indicators each year. The performance management ICT system introduced in June 2006 will provide for enhanced levels of performance benchmarking and comparison.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(17) Website is improving but still not easy to access information (CPA Report Paragraph 79).	(a) Identify all relevant information items from the ODPM priority list that should be included on the council's website.	Joint Chief Executive (Resources)/Head of Research and Democratic Services	MEDIUM October 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  ODPM requirements considered and priority list of information items established for the council's website during October 2004.
	(b) Implement all priority information items on the council's website.		HIGH March 2005		<input type="checkbox"/>	<b>COMPLETED</b>  All relevant information items from the ODPM priority list included on the council's website during March 2005.



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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(c) Implement committee management ICT system to provide better and wider access to the council's democratic processes and related information.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Committee management ICT system implemented from May 2005.
	(d) Develop on-line payments package for finance related (Council Tax, sundry debtors, housing rents) services.		HIGH June 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Go-live of on-line payments package for finance related services achieved May 2005.
	(e) Develop on-line payments package for all other services.		HIGH June 2006		<input type="checkbox"/>	Target date for go-live of on-line package for all other payment services not achieved. New officer working group monitoring progress.
	(f) Review navigation structure of the website and produce new training manual.		HIGH May 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Review of navigation structure completed. Best practice included within revised training manual issued at all website training courses from March 2005.

# EPPING FOREST DISTRICT COUNCIL

## COMPREHENSIVE PERFORMANCE ASSESSMENT IMPROVEMENT PLAN (NOVEMBER 2006)

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(g) Review and restructure existing website service categories in line with current public sector best practice.		HIGH July 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Phios consultants appointed to undertake review of existing website service categories. Report of consultants received and recommendations influencing future website development.
	(h) Carry out independent evaluation of website usability.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Evaluation undertaken by Mystery Shoppers. The council's website ranked 24 <sup>th</sup> out of 441 local authorities surveyed.
	(i) Develop e-forms package and use as the central means of producing and distributing council forms.		MEDIUM November 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Installation of e-forms complete. Supplier to be engaged to assist with packlog, staff resources identified to create new forms.
	(j) Consolidate staffing resources to support website improvements.		MEDIUM October 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  The need to improve the content and quality of website information has been addressed. Staff resources for content management have been focused by the redefinition of roles with ICT staff to enable better definition in publicity and technical support functions.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(k) Undertake training and devolution of website content ownership.		HIGH May 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Training courses scheduled every three months.
	(l) Implement appropriate software to accurately monitor website usage.		HIGH February 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Software implemented February 2005. Visits to website in excess of BVPI 157 targets.
<b>Position Statement</b>	Actions (a) to (l) completed or in-hand. Progress updated by Head of Research and Democratic Services					
<b>Recommendation</b>	Refer Action (e) to Customer Services, Information Technology, Media and Communications <b>PORTFOLIO HOLDER</b> . Other actions to be <b>DELETED</b>					
(18) Mixed levels of customer and partner satisfaction (CPA Report Paragraph 67).	(a) All Heads of Service to investigate customer satisfaction and, where appropriate, to develop appropriate action plans to improve satisfaction levels.	All Heads of Service	LOW December 2006	All within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Customer satisfaction surveys (2003/04) also provided mixed levels of satisfaction, a situation shared by a majority of local authorities. Overview and Scrutiny received presentations in July 2003 on the results of recent satisfaction surveys and no further action was required. Action plans developed where appropriate to improve satisfaction levels, after 2006/07 customer satisfaction surveys completed.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(b) Develop strategy for identifying and measuring customer satisfaction across the council's services.	Head of Human Resources and Performance Management	MEDIUM March 2006		<input type="checkbox"/>	<b>COMPLETED</b>  New Public Consultation and Engagement Strategy, and proposals for development and introduction of annual Consultation Plan agreed by Cabinet in March 2006
	(c) Develop and implement pro-active press stance in relation to the achievements and functions of the council.	Head of Research and Democratic Services	MEDIUM September 2005		<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  The council operates a system of weekly media briefings. The Overview and Scrutiny Committee will be considering a similar initiative during 2006/07.
<b>Position Statement</b>	The Audit Commission carried out a 'User Focus' assessment of the way in which the council consults its customers during 2005. The results of this assessment were that the Council's strengths in this area outweighed weaknesses.					
<b>Recommendation</b>	Actions to remain within the <b>IMPROVEMENT PLAN</b> in view of the imminent completion of the latest round of customer satisfaction surveys					
(19) Homeless people spend too long in temporary accommodation (CPA Report Paragraph 73).	(a) Provide nine units of temporary accommodation for homeless families at Hemnall House, Epping.	Head of Housing Services	HIGH September 2004	Within Housing Capital Programme	<input type="checkbox"/>	<b>COMPLETED</b>  Additional temporary accommodation secured September 2004.
	(b) Review existing Allocations Scheme and increase the number of allocation bands to give additional priority to homeless families in temporary accommodation.		HIGH September 2004	Within existing staff resources	<input type="checkbox"/>	<b>COMPLETED</b>  Review of Allocations Scheme undertaken in September 2004, and reviewed and updated annually thereafter.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(c) Review the success of the 'Fresh Start' scheme and extend scheme beyond the current maximum number of properties.		MEDIUM September 2005	Weekly management fee within existing resources, additional budget provision required if scheme extended	<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  Ten homeless applicants have been provided with private sector leases at market rents under the Fresh Start scheme, which is the total number agreed by Cabinet.  The Cabinet agreed in September 2005 to extend the scheme to twenty private sector leases at market rent with East Thames Housing Association. Nearly all of the additional ten properties have now been identified and leased by East Thames
	(d) Extend the Homelessness Prevention Service until April 2005 and review the future of the service.		HIGH July 2004	Supplementary Estimate approved for 2004/05. Requirement for 2005/6 unknown until ODPM funding position known	<input type="checkbox"/>	<b>COMPLETED</b>  Extension and review of Homelessness Prevention Service undertaken July 2004. The service was extended further in Summer 2006, through additional funding received from the Department of Communities and Local Government.
	(e) Investigate the redevelopment of Leader Lodge at North Weald to provide additional accommodation for homeless families.		MEDIUM December 2004	Feasibility within existing resources	<input type="checkbox"/>	An outline planning application was submitted. However, despite the planning officer's recommendation for approval, the application was refused. An alternative proposal is currently being considered.
<b>Position Statement</b>	Progress updated by Head of Housing Services					
<b>Recommendation</b>	Refer to Housing <b>PORTFOLIO HOLDER</b>					

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(20) Planning and Land Searches performance dipped in 2002/03 (CPA Report Paragraphs 72, 146).	(a) Ensure full use of revised delegation arrangements in respect of the determination of planning applications.  (see also Action 34)	Head of Planning and Economic Development	HIGH January 2005	Within existing resources aided by Planning Delivery Grant	<input type="checkbox"/>	<b>COMPLETED</b>

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(b) Review the use of casual/agency staff to address peaks in planning workload.		HIGH January 2005		<input type="checkbox"/>	<p><b>COMPLETED</b></p> <p>Planning Services have long used consultants to assist with peaks of workload, particularly to deal with appeals and specialist tasks. There is an audit of this for which we are awaiting the results; this includes Building Control. Planning has also used casual staff to fulfill certain roles; examples include relief receptionists, those receiving work experience or short term training positions with us; in particular our "summer students." We have also used agency staff including temps doing administrative roles, and professional roles.</p> <p>In respect of temps a new Corporate contract was agreed with Addecco last year, which offers lower rates than those previously available. We have few temps left from previous suppliers. Cabinet agreed a hit squad for Development Control last July, which is staffed by professional agency staff. This is subject to a report at the end.</p> <p>It is also the case that we review the need to appoint or bring to a close these types of position not only having regard to workload peaks, but also the funding/budgets that we have. Whilst there has not been one formal review of the above, in terms of reporting/updating progress it would be wrong to record that the target has not been met. Rather, we have probably fully considered the value brought by using such approaches to help us deliver services, including the value for money.</p> <p>A recent Audit Commission report reflecting the difficulties of recruiting planners has been encouraging the use of Consultants.</p>

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(c) Undertake process mapping for major planning applications.		MEDIUM October 2005		<input type="checkbox"/>	General processing of applications is under scrutiny with the introduction of new ICT and performance management systems. Major application processing has improved to meet the Government target for the first quarter of 2006/07.
	(d) Review reasons for continuing downturn in Local Land Charges performance and report accordingly.	Head of Legal, Administration and Estates	HIGH May 2005		<input type="checkbox"/>	<b>COMPLETED</b> Review undertaken May 2005. Conclusions reached include the increased use of commercial personal searches, a reduction in staffing resources and a need to contribute to the effective implementation of the new Planning/Local Land Charges computer system. Actions taken include the appointment of an additional temporary member of staff in March 2005, and the commencement of an on-going review of the Council's personal search procedures in light of guidance issued by the ODPM in March 2005. Report made to the Cabinet on these issues.
	(e) Implement the new integrated information technology system for Planning Services, Building Control, and Local Land Charges to its full specification.	Head of Planning and Economic Development/Head of Legal, Administration and Estates	HIGH December 2006		<input type="checkbox"/>	<b>COMPLETED</b> Major go-live date Summer 2005.
<b>Position Statement</b>	Initial system implementation achieved summer 2005, next upgrade due in September 2006. Local land Charges system upgraded towards full specification.					
<b>Recommendation</b>	Refer to Planning and Economic Development <b>PORTFLIO HOLDER</b>					



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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(21) Provision of affordable homes (CPA Report Paragraph 86).	(a) Seek the following through alterations to the Local Plan:  (i) a 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;  (ii) 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;  (iii) an expectation that 50% of properties on developments in rural areas will be affordable housing.	Head of Planning and Economic Development/Head of Housing Services	HIGH November 2005	Within existing staff resources	<input type="checkbox"/>	<b>COMPLETED</b>  Although this action was delayed due to the continuing workload on the East of England Plan, the planned outcome was achieved in July 2006, following a Public Inquiry, although the 50% expectation in rural areas was reduced
	(b) Facilitate the completion of 93 affordable properties for rent and 22 affordable properties for shared ownership.		MEDIUM April 2005	LA SHG within Housing Capital Programme. Additional SHG required from Housing Corporation (committed)	<input type="checkbox"/>	<b>COMPLETED</b>  80 Affordable units completed, of which 6 are key worker and 4 shared ownership. There are a further 147 units in the pipeline with a mixture of rented, shared ownership and key worker, all subject to funding, planning approval and S106 agreements
<b>Position Statement</b>	Closing date for submission of comments on re-deposit 31 August 2005.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(22) Disabled access not improving (CPA Report Paragraph 88).	Review options for the relocation of Epping Sports Centre in light of future leisure management provision.	Head of Leisure Services	HIGH December 2005 (Revised target October 2006)	Within existing resources	<input type="checkbox"/>	Leisure Management Contractor appointed in January 2006 to take a three year Management Contract of Epping Sports Centre. Awaiting legal advice around the need to formally re-tender as opposed to Contract Extension. Potential housing development in the district will influence the location of any long-term reprovision of the centre.
<b>Position Statement</b>	Overview and Scrutiny Task and Finish Group to consider options for future of Epping Sports Centre					
<b>Recommendation</b>	Refer to Leisure <b>PORTFOLIO HOLDER</b>					
(23) Will not meet 2003/2004 recycling targets (CPA Report Paragraph 83).	(a) Introduce the doorstep collection of glass recyclables on a one-year trial basis from January 2005.	Head of Environmental Services	HIGH January 2005	Glass collection fully funded by DEFRA for 2005.	<input type="checkbox"/>	<b>COMPLETED</b>  Doorstep glass collection introduced January 2005.
	(b) Consider further options for increased recycling opportunities to be introduced during 200/06, including the possible introduction of wheeled bins.		HIGH April 2005	Cabinet approved budget provision for wheeled bins from 2005/06 onwards.	<input type="checkbox"/>	<b>COMPLETED</b>  Cabinet approved the introduction of wheeled bins from autumn 2005.
<b>Position Statement</b>	Wheeled bin service introduced into those areas of the district with Moday and Tuesday collections. The first implementation, in Chigwell & Lambourne is showing recycling levels at 41% in comparison to the previous 25%. Similarly initial figures for Waltham Abbey show recycling levels at around 37%. These figures exclude recycling through bring schemes which add around 3% overall. It is intended to complete the district wide implementation by the end of the 2006 calendar year. There are difficulties with householder comprehension and some reluctance to embrace the new arrangements, especially regarding the 180 litre capacity bin. If our goal of 40% over the next couple of years is to be achieved, a resolute approach will be required in managing householders who do not fully engage.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(24) Not always proactive in seeking external challenge and internal challenge intermittent (CPA Report Paragraph 96).	Management Board to review all Best Value Performance Indicator results on a regular basis.	Management Board	MEDIUM Ongoing	Within existing resources	<input type="checkbox"/>	<p><b>COMPLETED</b></p> <p>The council's approach to challenge was considered within the review of the overview and scrutiny function. The most recent (2003/04) customer satisfaction surveys provided external challenge to the authority. A review of the Performance Management Framework will consider benchmarking and other comparator data. Management Board completed review of all Best Value Performance Indicator results in 2005 and 2006.</p> <p>The council participated voluntarily in the Commission for Racial Equality's (CRE) recent national survey and CRE Gypsy and Traveller Scrutiny Project.</p>
<b>Position Statement</b>	Further Management Board review of current performance undertaken following adoption of Key Performance Indicators for 2006/07					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(25) Some investments in place but not yet fully embedded - performance management, recruitment strategy, and procurement agency (CPA Report Paragraph 95).	(a) Develop and implement a corporate Procurement Strategy.	Head of Information and Communication Technology/Head of Finance	HIGH December 2005 (Revised target July 2006)	Within existing resources and from contribution to Essex Procurement Agency	<input type="checkbox"/>	The e-Procurement System (Essex Marketplace) is currently being implemented, with an expected 'go live' date of November 2006.  The production of a corporate Procurement Strategy started in September 2006, with a health check carried out by the Procurement Agency for Essex (PAE)  The Council has also joined the Essex Procurement Hub (EPH), which provides the appropriate skills to allow for a far more proactive approach to procurement across the authority and gives the Council the appropriate level of resource to complete the production of the corporate Procurement Strategy.
	(b) Review and revise as necessary the Council's Performance Management Framework.	As Action 2	As Action 2	As Action 2	As Action 2	
	(a) Review the Council's Recruitment and Retention Strategy.	As Action 9	As Action 9	As Action 9	As Action 9	
<b>Position Statement</b>	Actions (a) to (c) completed or in hand. Report to cabinet on e-procurement system October 2005.					
<b>Recommendation</b>	Refer to Finance and Performance Management <b>PORTFOLIO HOLDER</b>					
(26) Learning not systemised into structures (CPA Report Paragraph 99).	(a) Implement team and officer recognition schemes.	Head of Human Resources and Performance Management/Head of Research and Democratic Services	LOW April 2006	All within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Proposals considered by Management Board March 2005. Recognition event took place in September 2005 and will be repeated during September 2006.

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(b) Learning and best practice to be shared at Head of Service level through Senior Management Team and other established processes.		HIGH Ongoing		<input type="checkbox"/>	<b>COMPLETED/ONGOING</b>  Senior Management Team agenda includes opportunities for shared learning and in-house management development practice. Learning shared through established processes such as Team Briefing, team meetings, Introduction to EFDC Sessions for new staff, Staff Development Review, review/evaluation of training courses etc. Cross service Investors In People team established to share best practice.
	(c) Re-seek Investors in People Accreditation.		HIGH April 2005		<input type="checkbox"/>	<b>COMPLETED</b>  IiP reaccreditation achieved March 2005. IiP Steering Group to continue as means of delivering best practice.
	(d) In-house and external management training schemes to focus on work based solutions to problems as means of employee development and sharing of best practice.		HIGH Ongoing		<input type="checkbox"/>	<b>COMPLETED</b>  Two members of staff participated in the Essex Leadership Academy Programme. Member agreement obtained to the Council participating in a one-year pilot of the Regional Interchange secondment scheme.
	(e) Consider re-introduction of Staff Suggestion Scheme.		MEDIUM December 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Proposals for re-introduction of Staff Suggestion Scheme considered by management Board in August 2006. Previous scheme to be re-launched on twelve-month trial basis.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(f) Develop proposals for improved staff communication.		MEDIUM March 2006		<input type="checkbox"/>	To be addressed as part of Staff Attitude Survey during November 2006.
<b>Position Statement</b>	These initiatives show that the council is developing a range of actions to capture and share learning.					
<b>Recommendation</b>	Transfer to Human Resources and Performance Management Unit <b>BUSINESS PLAN</b>					
(27) No Waste Management Strategy (CPA Report Paragraphs 108, 153, 157).	Prepare joint waste strategy document in partnership with Essex County Council and other Essex local authorities, in accordance with guidelines issued by the Department of Environment, Farming and Rural Affairs (DEFRA) (see also Action 37).	Head of Environmental Services	HIGH December 2004 (draft strategy)	Budget approved to support the procurement process for next 3 years.	<input type="checkbox"/>	<b>COMPLETED</b>  Joint Waste Strategy in place albeit subject to on-going review. Joint Waste Committees continue to meet. Changes to PFI rules have excluded collection from the PFI process that will now, if sought, only deal with the major disposal plants. Continued need to ensure that the collection/disposal interfaces reduce risk to the waste management service overall.

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
<b>Position Statement</b>	The West Essex Joint Committee has been meeting monthly since its inception and has agreed such matters as the 'Memorandum of Understanding' and the preferred procurement route for the disposal element of the contract. Finding workable options for joint collection arrangements between the districts remains difficult, but work is continuing in that regard. The progress towards a PFI based procurement has run into some difficulties due to changes in the Government rules for PFI. This has set the procurement programme back by 18-24 months. DEFRA has recognised the joint approach of the County Council and Essex districts and accepts that we are working jointly towards a Municipal Waste Strategy and that EFDC does not need to produce its own stand alone strategy.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(28) Contact Centre an important aspiration but no plan to achieve (CPA Report Paragraph 108).	(a) Engage consultants in order to undertake a scoping exercise.	Joint Chief Executive (Resources)/Head of Information and Communication Technology	HIGH December 2004	To be determined	<input type="checkbox"/>	<b>COMPLETED</b>
	(b) Report to members on the results of the scoping exercise and the Customer Services Transformation Programme Plan.		HIGH July 2005	To be determined	<input type="checkbox"/>	<b>COMPLETED/ON-GOING</b>  Steria Ltd presented their findings to the Cabinet in September 2005. Cabinet agreed to move the Contact Centre project forward by commissioning the production of a formal Customer Services Transformation Programme Plan that would present both the full budgetary implications and implementation timeline with details of all relevant projects. The Portfolio Holder appointed Foresight Consulting Ltd to produce this plan that was completed in June 2006 and considered by the Cabinet in July 2006. The estimated costs of the plan have been incorporated in the Council Capital Strategy and bids have been put forward for the CSB and DDF items.

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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(c) Report to members on the progress of the Customer Services Transformation Programme Plan (CSTP).				<input type="checkbox"/>	Due to current budgetary issues relating to the Waste Management Contract, the CSTP Board is currently considering elements within the plan that can be identified as 'non-core' to allow for a more flexible approach to financing the programme.
<b>Position Statement</b>	Actions (a) and (b) completed or in hand					
<b>Recommendation</b>	Refer to Customer Services, Information Technology, Media and Communications <b>PORTFOLIO HOLDER</b>					
(29) No Race Equality Strategy (CPA Report Paragraph 107).	(a) Develop and implement a Race Equality Scheme.	Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Race Equality Scheme adopted September 2004. Voluntary participation in Commission for Racial Equality's (CRE) national survey and CRE Gypsy and Traveller Scrutiny Project (May 2005), report of CRE issued December 2005.
	(b) Pilot a Race Equality Scheme in Housing Needs and Human Resources.		HIGH December 2004		<input type="checkbox"/>	<b>COMPLETED</b>  Race Equality Scheme pilots undertaken November 2004.
	(c) Undertake Race Equality Scheme training sessions for appropriate officers.		HIGH December 2004		<input type="checkbox"/>	<b>COMPLETED</b>  Race Equality Scheme training sessions held September 2004.



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					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(d) Roll-out Race Equality Scheme across all priority services.		HIGH December 2005		<input type="checkbox"/>	<b>COMPLETED</b>  Impact assessment process completed across all service areas by February 2006.
<b>Position Statement</b>	Resources are being targetted at developing race equality and general diversity issues. Dedicated resource engaged in September 2005 to complete service equality impact assessments.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(30) Uncertainty of response to RPG14 (RSS14) (CPA Report Paragraph 111).	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.	Head of Planning and Economic Development	HIGH Ongoing	Within existing resources	<input type="checkbox"/>	<b>ONGOING</b>  The council has so far influenced housing numbers down from 18,600 to 11,000.
<b>Position Statement</b>	Examination in public due January 2006.					
<b>Recommendation</b>	Refer to Planning and Economic Development <b>PORTFOLIO HOLDER</b>					
(31) No workforce development plan (CPA Report Paragraph 109).	(a) Pilot the Workforce Development Plan within Planning Services; and	Head of Human Resources and Performance Management	HIGH April 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Pilot of Workforce Development Plan undertaken within Planning Services during March 2005.

## EPPING FOREST DISTRICT COUNCIL

### COMPREHENSIVE PERFORMANCE ASSESSMENT IMPROVEMENT PLAN (NOVEMBER 2006)

WEAKNESS (AND CPA REPORT REF)	ACTION(S)	LEAD RESPONSIBILITY	TARGET FOR COMPLETION AND PRIORITY (HIGH, MEDIUM, LOW)	RESOURCES AVAILABLE/ REQUIRED	PROGRESS	
					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(b) Roll-out the Workforce Development Plan across the Council.				<input type="checkbox"/>	<b>COMPLETED</b>  Workforce Development Plan rolled-out to Legal, Administration and Estates, and Finance from 1 April 2005. Full rollout to be completed by March 2007.
<b>Position Statement</b>	The Workforce Development Plan is beginning to assist managers in the strategic people initiatives needed to be developed in order to deliver services.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(32) Low level of interest or engagement with individual tenants (CPA Report Paragraph 116).	There is no text in the CPA report to specifically support this comment	Head of Housing Services	N/A	N/A	<input type="checkbox"/>	<b>COMPLETED</b>  A Sheltered Housing Forum was established in 2005, comprising two representatives from each of the Council's sheltered housing schemes, and two members of the Tenants and Leaseholders Federation.  Work is progressing to set up a Rural Tenants Forum, with parish councils within the rural areas being engaged to move the initiative forward.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
<b>Position Statement</b>	These two initiatives, together with the existing and successful Tenants and Leaseholders Federation and the Leaseholders Association, should increase the interest of tenants in getting involved. There are targets within Housing Services to promote Tenant Participation throughout the district and specific areas to be targeted to establish groups are planned in Loughton, Epping and North Weald over the next two years.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(33) Below average on SAP rating (CPA Report Paragraph 115).	Increase the average SAP Rating for the Council's properties through improvements to the housing stock, to: (a) 62 by the end of 2004/05; and (b) 68 by the end of 2008/09.	Head of Housing Services	(a) MEDIUM April 2005 (b) MEDIUM April 2009	Within existing Housing (HRA) capital programme	<input type="checkbox"/>	<b>COMPLETED</b>  A SAP rating of 69 was achieved for 2004/05 (11% above the target for 2004/5), which also exceeds the target for 2008/09.
<b>Position Statement</b>	The Best Value Performance Plan for 2005/06 sets a SAP target of 76 by April 2008.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(34) Mixed comparative performance on planning and development control (CPA Report Paragraphs 72, 146).	As Action 20	As Action 20	As Action 20	As Action 20	As Action 20	
<b>Position Statement</b>	As Action 20					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
(35) Limited cross-departmental fault reporting (CPA Report Paragraph 152).	Introduce requirements for cross-service fault reporting across all service areas.	Joint Chief Executive (Community Services)/Head of Environmental Services	HIGH December 2005	Within existing resources	<input type="checkbox"/>	It was originally anticipated that the development of a corporate customer contact centre would address this issue. Cross-departmental fault reporting requirements to be incorporated within staff induction programme from January 2007.
<b>Position Statement</b>	Due to other operational issues taking priority, no progress has been made in this regard. However, the Standing Scrutiny Panel on Planning & Environmental Services has considered the Clean Neighbourhoods and Environment Act 2005 in detail and will be considering in the near future the issue of wardens and the use of fixed penalty notices etc.					
<b>Recommendation</b>	Transfer to Human Resources and Performance Management Unit <b>BUSINESS PLAN</b>					
(36) Lack of Strategic Framework and resource for some aspects of the sustainability agenda (CPA Report Paragraph 153).	Fill, subject to accommodation requirements, the vacant post of Environmental Co-ordinator as soon as possible.	Head of Environmental Services	HIGH December 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Appointment made during 2006.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
<b>Position Statement</b>	None.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(37) No Waste Management Strategy and will not meet 2003 recycling target, and 2005 target is at risk (CPA Report Paragraphs 108, 155, 157).	As Action 27	As Action 27	As Action 27	As Action 27	<input type="checkbox"/>	<b>COMPLETED</b>  DEFRA has confirmed that in view of the council's partnership working with Essex County Council, no individual waste management strategy is required.
<b>Position Statement</b>	DEFRA has agreed that Essex district council's are not required to develop their own waste management strategies in view of the waste partnership between the districts and Essex County Council. See comments on Action 27 above.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(38) Not exploiting mainstreaming opportunities (CPA Report Paragraph 167).	(a) Undertake a Section 17 audit of community safety actions to identify weaknesses and opportunities in the Council's approach to community safety.	Joint Chief Executive (Community Services)	MEDIUM April 2006	Within existing resources	<input type="checkbox"/>	Exploration of ways in which a Section 17 audit can be carried out across the council currently in progress.
	(b) Implement recommendations of Section 17 audit.		MEDIUM September 2006	Resource requirements dependent on recommendations of Section 17 audit	<input type="checkbox"/>	The Council's approach to community safety to be reviewed once a Section 17 audit completed.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
<b>Position Statement</b>	No progress to date.					
<b>Recommendation</b>	Refer to Community Wellbeing <b>PORTFOLIO HOLDER</b>					
(39) Limited use of participation data to ensure all sections of the community access the provision (CPA Report Paragraph 173).	Develop an action plan based on results of non-user research conducted in March 2004.	Head of Leisure Services	MEDIUM September 2005	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Internal Leisure Services cross-service marketing initiatives established and currently implementing annual plan of work to increase participation amongst non-users. Disability Conference planned for June 2006 leading to a guide being published to raise awareness of leisure and cultural opportunities for people with special needs
<b>Position Statement</b>	Marketing data to be utilised by SLM Ltd in future operation of the Council's leisure facilities.					
<b>Recommendation</b>	Actions to be <b>DELETED</b>					
(40) Child Protection policies and practise are not comprehensive (CPA Report Paragraph 175).	(a) Revise existing Child Protection policies to ensure that current best practice is reflected;	Head of Leisure Services	HIGH June 2005 (Revised Target June 2006)	Within existing resources	<input type="checkbox"/>	<b>COMPLETED</b>  Individual service areas have been reviewing their own Child Protection Policies. Cross Service Group established to ensure consistency and uniformity of approach, prior to formal adoption by the Council.  Corporate Child Protection Policy developed and adopted by Joint Consultative Committee and Cabinet.

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					<input type="checkbox"/>	Target(s) fully achieved or continuing action on-going
					<input type="checkbox"/>	Target(s) partially achieved or limited action to date
	(b) Seek external verification from West Essex Child Protection Team and National Society for the Prevention of Cruelty to Children (NSPCC); and				<input type="checkbox"/>	Delay anticipated in gaining external verification, pending outcome of Cross Service Working Group. Verification currently being sought from newly established Essex Safeguarding Board.
	(c) Introduce new corporate training programme(s).	Head of Leisure Services/Head of Human Resources and Performance Management	HIGH September 2005 (Revised Target September 2006)		<input type="checkbox"/>	Training delayed pending adoption of corporate Child Protection Policy, but programme now to be developed and included in the Corporate Training Programme.
<b>Position Statement</b>	Child protection policies awaiting verification by West Essex Social Services.					
<b>Recommendation</b>	Refer to Leisure <b>PORTFOLIO HOLDER</b>					