

CORPORATE PLAN/BEST VALUE PERFORMANCE PLAN – HALF YEARLY REVIEW

1 SUMMARY

- 1.1 To update Members on progress made to date in respect of both the Corporate Plan and the Best Value Performance Plan.

2 INTRODUCTION

- 2.1 In March 2000, Members agreed the content of both the Corporate Plan and the Best Value Performance Plan (Minute Nos 93 & 94/2000). The Corporate Plan is seen as a key element under the 'Best Value' regime and will also input into the Community Planning Process. It has been drawn up to link in closely with the 3 year budget strategy and in this way, provides the framework for decision-making and monitoring the progress of those decisions. Members have agreed that the document should be updated annually in line with the budget-making process, with half yearly reviews on progress.
- 2.2 The Best Value Performance Plan is required by statute. It is produced yearly and each year it will contain, amongst other things, a number of targets for action during the financial year. Again, it is opportune to review progress on a half yearly basis to outline what progress has been made against the targets set.

3 PROGRESS TO DATE

- 3.1 Appendix 1 details the progress which has been made in respect of the aims and objectives contained in the Corporate Plan whilst Appendix 2 sets out progress made against the annual targets set in this year's Best Value Performance Plan. In both cases, Members will see that a few actions have already been completed, the majority are underway, and some have yet to be started. In the latter case, in the majority of instances this is because programmed commencement is for later in the year – or in the case of some of the objectives in the Corporate Plan, for next year or later.
- 3.2 Despite approval in March, the pace and amount of change, particularly in terms of legislation and Government guidance, means that some of the actions agreed have already been subsumed in other activities e.g. several of the housing related actions have now been incorporated into the Best Value Review into Housing Strategy and management. Others have seen a change in timetable and also the detail of the options under consideration e.g. Local Government Act

2000 – new political structures. One of the key tasks for this year –the re-tendering of the refuse, street cleansing and grounds maintenance contracts – has been completed, although the conclusions and recommendations have yet to be reported through the Committee process.

- 3.3 With the annual budgeting process about to commence, the half yearly review provides a useful basis to consider what has been achieved so far, what is underway, and what is yet to be done.

4 CRIME AND DISORDER IMPLICATIONS

- 4.1 Both plans make reference to the Local Authority's responsibilities and actions in relation to Crime & Disorder.

5 ENVIRONMENTAL IMPLICATIONS

- 5.1 Both plans outline the Local Authority's aspirations and proposed actions in respect of environmental stewardship and sustainability.

6 RESOURCE IMPLICATIONS

- 6.1 Both plans' preparation, development and monitoring has impacted and will continue to require considerable senior officer time. However, both are now integral to the management of the Authority.

7 LEGAL IMPLICATIONS

- 7.1 As outlined in the text, the Best Value Performance Plan is required by legislation.

8 PARISH IMPLICATIONS

- 8.1 Both plans cover the whole District.

RECOMMENDATION

It is proposed that the Committee **RESOLVES**

That the Committee notes progress to date and considers what further issues, if any, need to be taken on board within the context of the roll forward and further review of both documents.

P Warren
Chief Executive

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APPENDIX 1

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To provide customer responsive services as accessible as possible	One point of contact	Access for all	Prepare an action plan to address the implications of Access for the Disabled			✓	Awaiting confirmation of work programme relative to other priorities
			Review of reception areas		✓		Report into November/December committee cycle
			Review service provision to outlying areas of the District			✓	Defer from late 2000 start – need to examine within the context of the development of a Community Plan and with reference to the IS/IT Strategy
			Development Team approach where appropriate		✓		Being operated for specific projects but need to formalise – by spring 2001
	Better working between the tiers and with other partner organisations	Seamless service	Review Housing Advice Service		✓		Being examined as part of Homelessness Review – finished by February 2001
			Review formal partnership arrangements between tiers		✓		Review of Partnership Charter being considered by Partnership (Links) Sub Committee – October 2000

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
			Review of Service Level agreements with partner organisations		✓		Current round of reviews scheduled for completion by March 2001
			Review membership of outside organisations and working arrangements		✓		Insurance & membership responsibilities clarified. Cllr. Membership of outside bodies now agreed for 2 years. Further review will await changes resulting from new political structures. Advise to members updated this year.
			Review operations and relationships with voluntary sectors		✓		CAB review undertaken. Funding/Grant Aid of voluntary organisations now being examined.
			Continual review and devolvement of assets from the District to parishes		✓		King George V Playing Fields, Rayleigh, transferred to Rayleigh Town Council. Laburnham Grove and Malvern Road now being considered for respective parish councils
			Review working arrangements with Registered Social Landlords			✓	Now subsumed within the Best Value review of Housing Strategy/Management
	High level of customer satisfaction	Low level of complaints	Review collection and dissemination of information		✓		New complaints procedure now agreed. Full implementation awaited.

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
		Develop level of customer response	Corporate consultation strategy in place	✓			Strategy agreed by Council in July
		Fewer Ombudsman investigations	Review monitoring systems in place		✓		New quarterly monitoring reports in place
		Positive customer responses to services	Further development of arrangements for customer comments to be obtained	✓			Number of consultation arrangements now in place under the Best Value regime
	Production of literature and publications understandable to all	Jargon free literature	Review processes to ensure reaching all members of the community		✓		In part, being covered by Best Value process. Literature now being reviewed as it is produced/reproduced. Each department to list their publications by December 2000.
		High level of understanding					
	Continued development of new technology to aid communications	Web site established	Internet strategy in place	✓			Website established. IS/IT Strategy now being produced – to be considered by Committee later this year for implementation from April 2001 onwards

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To maintain a recognised Best Value performance	5 year performance review cycle of all services	Agreed programme in place	Select appropriate service on yearly bases	✓			Best Value Review Programme agreed
			Undertake fundamental service review		✓		Service Reviews now underway
			Publish findings for consultation		✓		Consultation being undertaken within Best Value Review process
			Consider and implement conclusions			✓	As Best Value Reviews are completed, conclusions will need to be considered and implemented as appropriate
To develop the Council's response to the modernising agenda as outlined in the Local Government Bill	Best Value Annual performance plans	Plan in place	Prepare annual performance plan	✓			Best Value Performance Plan for 2000/2001 completed. Work on BVPP 2001/2002 about to commence
			Review the implications of the Local Government Bill as it affects Rochford		✓		Local Government Act 2000 now in place. Fourth option introduced. Awaiting details in Government Guidance scheduled for October 2000.
			Prepare options for the Council to consider		✓		Council has been actively considering way forward. Now awaiting Government Guidance scheduled for October 2000.

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To maintain high standards of probity in all of the Council's activities	To create an environment for effective Member working within the Council and community	Wider public recognition of Member role Best use of time for constituency and committee working	Development and implementation of Member training programme	✓			Member training programme now in place
	Anti fraud policy	Culture of zero tolerance to fraud and corruption	Review and updating of policy			✓	Not scheduled for commencement until summer 2001
	Whistle blowing policy	Climate in which people are confident they can raise issues without the fear of recrimination harassment	Review and updating of policy			✓	Not scheduled for commencement until summer 2001

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
The development of Human Resources within the Authority	Prosecution policy	Prosecutions occur in accordance with policy	Review and updating of policy			✓	Not scheduled for commencement until summer 2001. However, HB Fraud Prosecution Policy in place by July 2000
	Codes of Conduct for officers and Members	Officers and Members abide by Code of Conduct and all of their actions are transparent and open to scrutiny	Review and updating of codes			✓	Not scheduled for commencement until summer 2001
	Register of Interests for officers and Members	Officers and Members declaration of interest are fully up to date	Officers and Members personally responsible for updating register	✓			Register in place
	To encourage the growth of a trained, motivated and responsive workforce	Stable workforce	Personal Development Plans for all staff	✓			PDP's regular review system now in place
		Well trained workforce	Training programmes in place		✓		Training programme being developed on basis of PDP's

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To develop the Corporate Image of the Council	Clear and positive identity for the Council	Low absenteeism	Job evaluation system in place		✓		Scheduled for completion by summer/autumn 2001 – with report into Committee system in September/October 2001
		Efficient and effective working arrangements	Review working arrangements of outside staff to ensure effective and efficient working		✓		Health & Safety Policy for outside working in place. Also to be examined as part of IS/IT Strategy
		Safe and healthy work force	Prepare, implement and keep under review appropriate policies to enhance the health, safety and welfare of staff		✓		Health & Safety Policy for outside working in place. Also to be examined as part of IS/IT Strategy
		Physical assets effectively badged and identified	Programme of improved signage in place		✓		Corporate signage/livery review. Completed – report due.
		All services effectively badged and identified	Review of livery carried out and programme of action developed		✓		Corporate signage/livery currently being reviewed.

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To determine and maintain a strategy for dealing with Crime & Disorder	Crime & disorder Reduction Strategy	Consistent published material	Review of written and computer generated information/ Documentation		✓		Being reviewed as part of IS/IT Strategy
			Include objectives within main service contract renewals	✓			included within main contract documents
		Recognition of Crime & Disorder implications in all Council activities	3 year action plan evolving out of Strategy		✓		Strategy being implemented
		Measurable improvement in crime & disorder statistics					

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To establish partnership arrangements with appropriate bodies and organisations to encourage community support	Strengthen existing and developing new partnerships	Focussed involvement with partners to add value to Rochford's contribution	Service Level Agreements and joint working programmes to mutual benefit		✓		Current round of reviews scheduled for completion by March 2001
	To identify and understand the role of voluntary organisations To support the role of voluntary organisations where their effectiveness coincides with the Council's)))))) Active and thriving voluntary sector))))))))	Support for voluntary groups		✓		See above. Also, working with a number of groups in the Sports, Arts and Community arenas

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To raise individual and community awareness of their respective roles and responsibilities in achieving a safer and caring community	Acknowledgement by individual and communities of their roles and responsibilities	Measurable improvement in individual and community participation/Response to community issues	<ul style="list-style-type: none">))) Member and officer involvement with organisations and groups)) 		✓		Support of STAR project leading to development of action programme
	Increased participation in local elections/ Democratic process	Effective communication mechanisms in place to raise awareness of democratic issues	<ul style="list-style-type: none">)) Establish community Focus Groups and appropriate consultation for a 		✓		LA 21 Focus Group established. Also citizenship debates involving schools now set up
To maintain the ability to respond to an emergency situation	A cost efficient and effective Emergency Plan	A tried and tested response to any unforeseen emergency situation	Participation in emergency planning exercises		✓		Year 2000 plan completed. Participation in relevant training programmes and exercises. Rest Centre Management Team fully trained.

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To ensure housing provision appropriate to the needs of the community	To ensure an appropriate mix of housing in terms of number, size, condition, location, tenure and affordability	Sustainable communities Housing needs met	Develop awareness within Authority and with partner organisations in terms of respective roles and responsibilities		✓		Year 2000 plan completed. Participation in relevant training programmes and exercises.
			Encourage participation of all interested parties in formulating housing strategy		✓		Stakeholder conference now established. Wider audience invited for Housing Forum 2000.
			Determine appropriate policies arising from Housing Needs Survey		✓		Updated annual HIP Strategy includes bid based on Housing Needs Survey
			Work with other organisations and agencies to meet housing need		✓		There are a number of projects for supported and general needs housing now underway involving partnership working with other organisations

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
	To maximise investment in housing in the District	Increased funding	Develop appropriate policies in the District Local Plan to help ensure an increased supply of affordable housing			✓	Existing policies to be included in Local Plan Review
			Encourage the best use of all houses in the District, including empty properties			✓	Programmed to start next year in Corporate Plan
			Review Housing Strategy and the Housing Investment Programme		✓		Part of Best Value Review of Housing Strategy/Management
			Develop policies which help reduce levels of unfitness and disrepair in private sector housing		✓		See above

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
		High standards of housing management and maintenance	Further develop programmes to improve energy efficiency and comply with the Home Energy Efficiency Act requirements		✓		See report to Community Services Committee in October
			Review management of local authority stock		✓		Part of Best Value Review of Housing Strategy/Management
			Provide planned and responsive maintenance services for local authority stock		✓		Business Plan in place – November 2000
			Work with the Housing Corporation to ensure all Registered Social Landlords active in the District perform to a high standard		✓		Regular discussions with Housing Corporation in place

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
	To minimise homelessness in the District by the provision of advice and services	Effective advice services available to prevent homelessness	Encourage proper maintenance of private sector dwellings		✓		Being implemented through grants and support of Home Improvement Agency
			Encourage high standards of management in the private and rented sector		✓		See above plus enforcement activity
			Review of housing services		✓		Being implemented as part of Homelessness Review
		Efficient determination of homelessness applications and less usage of bed and breakfast accommodation	Review of homelessness services		✓		See above. Review report due January/February 2001

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To provide services to protect Public Health and Safety	To help ensure there are appropriate support services to those who need them	To ensure residents are able to live in the house of their choice	To work with partner organisations and agencies in all sectors to help meet housing and support needs arising from care in the community policies		✓		There are a number of projects for supported housing now underway including partnership working with other organisations
	To ensure compliance with statutory requirements	High levels of compliance with statutory requirements	Provision of advice and implement programmed action	✓			Planned and responsive inspection programmes in place
	To promote awareness of public health and safety issues in the community	Appropriate licensing and registration	Effective response to complaints, enquiries and applications		✓		See above
		A community educated and aware of public health and safety issues	Appropriate publicity campaigns		✓		Recent publicity relates to food safety and licensing

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To develop and implement Sustainability Strategy for the Authority	A strategic framework in place for the Authority	Local Agenda 21 Strategy in place	Produce Local Agenda 21 Strategy	✓			Now approved by Transport & Environmental Services Committee
	Reduction in the amount of waste and increased levels of recycling	County Waste Local Plan and Contract Strategy to reflect District Waste Strategy	Produce District Waste Strategy and introduce pilot waste scheme		✓		District Waste Strategy being prepared – will be reported in tandem with contract renewals. Pilot waste scheme implemented
			Form appropriate partnership arrangements	✓			Essex-wide District Waste Consortium 'In place'
			Produce and implement prioritised action plan		✓		See District Waste Strategy above
	A reduction in the amount of environmental pollution	High levels of compliance with statutory standards and local indicators	Undertake trial schemes aimed at reducing waste and increasing levels of recycling	✓			Pilot waste trial scheme implemented
			Inspection and monitoring programmes		✓		Monitoring programme in place.

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
			Effective response to enquiries and applications		✓		Response programmes in place
			Retender contracts on refuse and street cleansing with appropriate specifications	✓			Reporting responses of tendering exercise to Committee in November 2000
			Appropriate licensing and registration		✓		Systems in place
			Identify and monitor appropriate local sustainability indicators		✓		Indicators in place
			Progress review of Air Quality in the District and develop action plans for subsequent years if required		✓))))) Report of Transportation & Environmental Services Committee in November
			Completion of Stage 2 of Air Quality Review		✓))))

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
	More sustainable land use policies across the District	<p>A community educated and aware of sustainability issues</p> <p>Update District Local Plan in place incorporating sustainability principles</p> <p>Transport Strategy for the District reflecting sustainability principles</p>	<p>Develop, in conjunction with the Airport operator, a framework for limiting noise from Southend Airport</p> <p>Effective publicity campaign</p> <p>Prepare replacement Local Plan</p> <p>Prepare Local Transport Strategy working in partnership with the Highway Authority</p> <p>Review the provision of community transport within the District</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Just reported to Transportation & Environmental Services Committee in October on Government Consultation document on airport noise. Any action by Council will be framed in the context of the finalised guidance produced by Government</p> <p>LA21 Focus Group formed. Environmental page in Rochford District Matters</p> <p>Work now in progress</p> <p>Plan now in place</p> <p>County review to feed in. Scheduled for completion by March 2001</p>

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
	Operation of the Council's business in accordance with Environmental Stewardship principles	All services to minimise waste and pollution as far as practicable	Produce green commuter plan Complete internal waste audit and formulate reduction plan Produce appropriate purchasing policy for supplies and services		✓ ✓	✓	Not programmed to commence until mid 2002 Work about to commence. Aim for report into Committee by July 2001 Work about to commence. Aim for report to Committee by March 2001
	Raise awareness of Energy Efficiency within all sections of the community	Initiatives targeted at securing a reduction in the amount of energy consumed	Development of the Council's Home Energy Efficiency Strategy		✓		See report to Community Services Committee in October

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To improve the physical infrastructure of the District	Encourage the local business community to operate in accordance with sustainability principles	Growth in awareness amongst the business community with increased take up of specific initiatives	Implement pilot project to promote "Green Business"	✓			Pilot project implemented. Results reported back. Further development dependent upon resources.
	Improved transport links	Effective partnership approach to get the problems of south east Essex peninsular on the County/ National agenda	Form partnership groups	✓			S.E. Essex Partnership Group involving Southend, Castle Point, the private sector, education and health partners created
			Influence transport strategy		✓		Input into County Council produced Local Transport Plan

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To ensure adequate supply of development land for employment purposes	Identify sufficient land for the development of economic activity	Car parks – balance between revenue production and affect on local economy	Annual review of car parking and charging policy	✓			New charging policy in place from September 2000
		County Structure Plan reflects the objectives of the Authority	Establishment of effective land use/ Property database		✓		Participating in formation of Essex-wide property data base
	Appropriate and balance planning process on economic activity	Development briefs for major sites	Regular review of land with potential for commercial activity	✓			Annual review of land availability completed
		Fast tracking of employment planning applications	Produce as appropriate from the Local Plan and work with developers to secure development	✓			Will form part of next Local Plan Review. Those associated with current Local Plan completed
			Continue with current policy and review effectiveness	✓			Standard process

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To maximise the contribution that the Authority makes to the local economy	Local purchasing where possible	Inclusion of local firms on contractors list	Review contractors list		✓		Report to Committee in October 2000
	Local recruitment	All posts advertised locally with encouragement for local appointments	Identify appropriate advertising mediums	✓			Posts advertised locally using appropriate mechanisms
	Strategic use of National Non-Domestic Rating relief	Known criteria for relief	Review policy documents			✓	To be looked at within the context of the Finance Green Paper
To contribute to the establishment of effective employment training and advice programmes in the District	Matching of employers' needs to employees' skills	Effective training and advice programmes in place	Partnership working with established training organisations to promote new training programmes in the District		✓		Now linked in with the development of the Small Business Service

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To facilitate and consider direct investment to encourage economic activity	Balance between control and encouragement in local licensing and registration	Fair, transparent, consistent and proportionate approach to licensing and enforcement	Develop partnership approach between commerce and the Authority Consider adoption of Government enforcement concordat		✓ ✓		Report into Committee early 2001 Report into Committee early 2001
	Implement recommendations within Crime & Disorder Strategy that improve economic activity	Positive feedback from Crime & Disorder surveys	Prioritise strategy and assign budgets. Undertake surveys		✓		Report to Community Safety Sub Committee as appropriate
	Targeted investment programme	Town and shopping centres that encourage retail, social and commercial activity	Maintain programme for town and shopping centre enhancement and consider the contribution public assets can make to infrastructure provision		✓		Working Parties being established

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
Secure linkages with appropriate organisations to encourage the local economy to develop To encourage our residents to adopt an active and healthy lifestyle	Improved communication links with appropriate groups	Clear information on relocation and growth within Rochford	Evaluate organisations, select partners and test information		✓		Economic Audit of District now underway
		Positive promotion of the District as a place to live and work	Review and update information			✓	Not programmed to commence until mid 2001
	Leisure provision appropriate to needs and aspirations of local community	The right facility in the right place!	Review of the existing leisure contract and preparation of the new contract		✓		Review of Leisure Contract underway. Consultants appointed and scheduled to report prior to Christmas with options
			Review play provision in the District	✓			Rolling replacement programme developed. Results on consultation due September 2000
			Implementing the proposals now agreed associated with the Mill Hall site		✓		Underway. Demolition of Rayleigh Sports and Recreation Club/laying out for car park provision scheduled for completion – December 2001

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
			Develop strategy for use of woodlands for formal and informal use			✓	Current Strategy runs to 2001. Dependent to extent on Blatches Farm project
			Retender the grounds maintenance contract	✓			Tender returns now being analysed
			Review the use of Park School as a dual facility given the closure of the school		✓		To be picked up within review of Leisure Contract
			Review use of public open spaces	✓			Open spaces offered to appropriate town and parish councils
			Review playing pitch strategy		✓		To be completed by early 2001
			Develop an effective communications strategy to publicise provisions		✓		Information contained in Rochford District Matters and on RDC's website
	Ensure a balance between formal, informal, passive and active recreation	'Something for everyone'					

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
	Educate and increase the level of awareness of residents to the health benefits of an active lifestyle	Residents throughout the District aware of health related fitness issues	Develop programmes around health related fitness issues		✓		Working in conjunction with Health Authority
	Continue to work in partnership on leisure and health related fitness	Development of clear roles/responsibilities between partner organisations	Investigate locality based health initiatives and establish specific projects where appropriate		✓		Focusing on STAR project in first Instance
			Further develop GP referral scheme		✓		Actioned through leisure related initiatives
			Continue to develop and implement effective sports development programmes		✓		Successful schemes in place for Easter and summer. Continuing to evolve

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
Through partnership working, to ensure adequate health and community care services for Rochford residents	Adequate health service provision available to all residents	Increased access to GPs and other health professionals	Seek to influence the funding decisions of the Rochford Primary Care Group and South Essex Health Authority to address the current shortage of GPs and NHS dentists in the District		✓		Impacting on decision making process relating to the problems experienced in Hockley
	Appropriate agenda for health improvement and the reduction of health inequalities	Health Improvement Programme which reflects Rochford District Council's priorities	Participation in the formulation, revision and implementation where appropriate, of the Health Improvement Programme and Locality Action Programme	✓			Revised version of Locality Action Plan completed
			To continue to participate in the work of the Drug Reference Group		✓		Input into Drug Reference Group

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Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To ensure environmental quality safeguards are maintained throughout the District			In partnership with other agencies, to develop and implement an action plan to reduce health and social deprivation in Rochford Roche Ward and adjacent areas		✓		With other partner organisations, helped fund the appointment of a neighbourhood co-ordinator for the STAR project, who is now working with local groups on developing specific initiatives
	Adequate community care provision for all residents requiring assistance	Community Care Plan which reflects Rochford District's priorities	Participation in the formulation, revision and, where appropriate, implementation of a Community Care Plan for Rochford District		✓		Community Care Plan being subsumed into the work on the Health Improvement Programme (HIMP) and Locality Action Plan
	Public Health and Environmental controls in place	Responsive services reflecting the District Council's priorities	Effective response to complaints, enquiries and applications		✓		Working with Social Services & Health agencies to develop responsive services

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To protect and enhance the built heritage of the District	Local Plan containing quality of life policies	Policies in place in relation to built farms, open space, etc.	Production of a new District Local Plan to be undertaken		✓		Work underway
	Sensitive strategic sites to be safeguarded	Removal of development threat from such sites	Secure the future of Blatches Farm in public ownership. Country Park Business Plan produced for consideration by Essex County Council		✓		Management Plan submitted to the County Council. Negotiations now proceeding on way forward. See report to the Members Budget Monitoring Working Party – October 2000
			Review potential sites via the Local Plan process		✓		Work underway as part of Local Plan process
	Maintain conservation areas	Fabric within conservation areas maintained to high standard	Review conservation area boundaries and policies providing protection and enhancement			✓	Work yet to commence as per Corporate Plan

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To prevent changes detrimental to the appearance and character of listed buildings	Comprehensive policy framework for the protection of listed buildings	Listed buildings protected from detrimental change	Review strategy and policies for the protection of listed buildings			✓	Work yet to commence as per Corporate Plan
			Prepare detailed guidance leaflets on repair/change to listed buildings			✓	Work yet to commence as per Corporate Plan
			Secure future of 35-39 West Street via use of Compulsory Purchase Order powers if necessary		✓		CPO Inquiry scheduled for October 2000
To look for opportunities to add to the number of listed buildings in the District	Maintain a 'local list' of important buildings	Local list provides control mechanism to enable investigation of future possible listings	Regularly review local list and seek full listings in appropriate cases		✓		Continuous watching brief

CORPORATE PLAN

Secondary Objective	Targets	Standards	Implementation	Position as at September 2000			Comments
				Completed	Under way	Not Started	
To develop the potential of the District for tourism	Tourism Strategy for the District	Tourism sensitive to the character of the District	Audit and review current tourism in the District Produce a Tourism Strategy			✓ ✓)))) Will be taken up within the development of) of the Cultural Strategy)
To develop the provision of the 'Arts' throughout the District	Arts Strategy for the District	A programme of Arts appropriate to local needs and aspirations	Produce and begin to implement an Arts Strategy		✓		Will be developed and subsumed within the Cultural Strategy
To protect and enhance the quality of the built environment in the District	Enhanced quality design	New designs coming forward to a high standard	Development of an awards scheme aimed at promoting good design		✓		Entries received. Reported to Committee in November/December cycle

BEST VALUE ACTION PLAN 2000/2001 TARGETS

APPENDIX 2

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Corporate Policy & Initiatives							
Local Plan Preparation		✓			✓		
Structure Plan – Response to	✓						Awaiting approval of structure plan in modified form
Waste Local Plan		✓		✓			Inspectors report now being considered
Regional Planning Guidance		✓					Awaiting finalised guidance from Government
LA21 Indicators	✓						
Green Business Pilot Project	✓						
LA 21 Strategy	✓						

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Completion of Economic Audit of the District Q2		✓		✓			Consultants now working on this
Support Work of South East Economic Forum and Development of Strategy		✓			✓		Ongoing
Implementation of Key Targets in Crime & Disorder Reduction Strategies		✓			✓		3 year programme with reports to Community Safety Sub-Committee on progress
Media and Communications Strategy		✓			✓		Approved – now being implemented
Heritage Awards Q2		✓			✓		Annual Awards

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Chairman's Diary/ Activities		✓			✓		
Corporate Consultation Strategy	✓						
Publication of RDM		✓		✓			Ongoing but review of quality, content, distribution imminent
Town/Shopping Centre Enhancements		✓			✓		Awaiting membership of working parties to be agreed
Audit & Process Review							
Implement Audit Plan		✓		✓			Slightly behind target at present

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division/Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Establishment of Computer Audit Skills		✓		✓			Difficulty in developing/finding level of expertise
Co-ordinating 1 st year's Best Value Reviews		✓		✓			
Developing Best Value Performance Plan 2001/2002		✓		✓			
Financial Services							
Working with External Auditors to ensure Capital Account is compliant with Best Practice		✓		✓			

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Review External Investment Management		✓		✓			Best Value Review
Review Payment of Creditors/ Debtors Processes & Procedures		✓		✓			Best Value Review
Review Insurance Procedures		✓		✓			Best Value Review
Local Taxation Services							
New Practices & Procedures Manual			✓		✓		
Requests for Statistical Information	✓						

By action plan

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Action & Work Plans	✓						
Billing, Banding & Business Use	✓						
Refund Policy Review			✓	✓			
Computer System Practices	✓						
Direct Debiting			✓	✓			Scheduled in work programme for later this year
Electronic Payment Devices			✓	✓			Scheduled in work programme for later this year
Housing Benefit							
Customer Survey	✓						

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Focus Group			✓				Looking at alternative options
Claim Form Improvements		✓		✓			
Speed up Processing		✓		✓			
Procedure Documentation		✓		✓			
Quality Checks	✓						
Improve Communications with other Agencies	✓						
Prioritise Cases for Fraud Investigation	✓						

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Other Initiatives Relating to Fraud/ Abuse of Housing Benefit System		✓		✓			Part of Best Value Review
Internet Communications			✓	✓			
Housing Management							
Review Housing Management Service		✓			✓		
Vacation/Post Tenancy Inspections			✓		✓		Implemented. Appears to be working well
Review Swipe Card Scheme		✓		✓			

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Pre-letting Cleaning Service	✓						
Review of Allocations Policy		✓)Need to be looked)at)within context of)Housing &)Finance Green)Papers
Arrears Management/ Corporate Debt Policy		✓					
Pets in Sheltered Housing Scheme	✓						
Transportation & Revenue Support							
Car Parking Survey	✓						Survey undertaken on annual basis
Replace Car Park Ticket Machines			✓				Superseded by Council's decision on car parking charges

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Review New Charging Structure			✓	✓			Will review after 6 months of operation. Charges introduced in Sept. 2000
Wholly Wheelchair Taxi Fleet			✓	✓			Scheduled within work programme for next month
Decriminalised Parking Enforcement		✓			✓		Reported to Committee in July & August 2000

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Environmental Health							
Introduce Service Level Agreements with Partner Organisations		✓		✓			
Customer Satisfaction Surveys	✓						
Food Premises Inspections		✓		✓			Slightly behind programme but likely to catch up
Air Quality Review		✓		✓			Report scheduled for November Committee
Inspection of Industrial Premises		✓		✓			On target

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Waste Strategy & Recycling							
Review Recycling Strategy		✓		✓			Reviewed Hawkwell Trial in July. Now looking at new contract tender returns
New Contract flexibility to ensure kerbside recycling collections		✓		✓			Reviewed Hawkwell Trial in July. Now looking at new contract tender returns
Review recycling bank operation			✓	✓			Will be done once decision has been taken on new refuse contract
Promotion of Home Composting	✓						

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division/Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Housing Strategy/ Housing Chart							
Improve Consultation with stakeholders	✓						
Supported Housing Index questionnaire		✓		✓			Slightly behind programme. Essex-wide project
Analyse housing needs study	✓						
Review Council's Housing Strategy		✓					Being undertaken as part of Best Value Review of Housing Strategy/ Management

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Homelessness/ Housing Advice							
Review Homelessness/ Housing Advice Service		✓		✓			Best Value Pilot Review – report into Committee early 2001
Leisure & Contract Services							
Review existing leisure contract		✓		✓			Subject to consultant study and Best Value Review
Blatches Farm – Development as Country Park			✓				Awaiting decision from E.C.C. – likely to be subject of further negotiation with E.C.C.
Development of Woodlands Strategy			✓				Current 5 year plan goes through until end 2001

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Awarding of contracts for refuse, street cleansing and Grounds Maintenance		✓		✓			Tender evaluation taking place – report into Committee cycle in November
Property Maintenance & Highways							
Review select list of contractors	✓			✓			Report into Committee in October
Implement Mill Hall proposals, including demolition of Rayleigh Sports and Social Club		✓		✓			Demolition now underway. Car Park laid out by December 2000

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Tasks	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Legal Services							
Extend land and property database			✓	✓			
Cemeteries Computer Programme			✓		✓		Linked to development of IS/IT Strategy
Development Control							
Introduce Service Level Agreements with consultees		✓		✓			
Consultation with service users		✓		✓			
Development of Development Control Charter			✓	✓			Behind programme
Input into Local Plan process		✓			✓		Ongoing input

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division/Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Review/provide supplementary Planning Guidance Notes			✓		✓		Behind programme
Planning Enforcement							
Review Performance of Consultees		✓		✓			
Consultation with service users			✓		✓		
Development of Enforcement Charter		✓		✓			Report into Committee early 2001

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Building Control		✓			✓		Ongoing project
Progress towards adoption of Building Control Performance Standards							
Introduce Service Level Agreements with consultees		✓		✓			
Administration & Member Services							
Progress Council's response to Local Government Act 2000		✓			✓		Awaiting further detailed guidance from Central Government

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division/Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Respond to proposals for electoral change produced by the Local Government Commission		✓		✓			Awaiting final proposals from the Commission
Introduction of the Council's website	✓						Now implemented and being developed
Councillor's Training Programmes	✓			✓			Programme now in place
Introduction of new electoral registration forms	✓						Prepared and in use
Introduction of Performance Development Scheme for Staff	✓						Now in operation

BEST VALUE ACTION PLAN 2000/2001 TARGETS

Division/Task	Position as at September 2000			Likely Position at March 2001			Comments
	Completed	Underway	Not Started	Completed	Underway	Not Started	
Development of IS/IT Strategy		✓		✓			Currently being prepared. Report into Committee in November/December
Review of Reception Services		✓		✓			Report into Committee in November/December
Progress towards Commission for Racial Equality Standards for Local Government		✓			✓		Continuous Programme. Aim to achieve Level 3 by 2002

Appendix Best Value Action Plan Oct 2000