

Breckland Council - Best Value Performance Plan 2007/08

A better place with a brighter future for everyone



# foreword

BLAH BLAH BLAH BLAH BLAH



# introduction

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# priority

A well planned  
place to **live** that  
encourages  
vibrant  
communities



Objectives	Key Actions from the councils Business Plan 2004/2010	Lead Service
To work towards a balanced, decent housing market	<p><i>Deliver/enable 52 affordable housing units in 2004/05, rising to 265 in 2010</i></p> <p><i>Increase the number of vulnerable households in decent homes from 57% (baseline March 2001) to 63% in March 2005, and 70% in March 2010</i></p> <p><i>Bring 180 houses in multiple occupation up to standard by March 2010</i></p>	Strategic Housing
To make and keep Breckland a clean and tidy place to live and work	<p><i>Litter-reduce the proportion of relevant land and highways with an unacceptable level of cleanliness from 20% in 2004/05 to 7% by 2009/10</i></p> <p><i>Waste-increase the percentage of total tonnage of household waste arising that has been recycled and composted from 9.11% (02/03) to 16% (03/04), 32% (04/05) and 42% by (09/10)</i></p> <p><i>Increase the number of people who are satisfied with cleanliness standards in Breckland from 63% in 2004 to 75% in 2010</i></p>	Street Scene
To work towards vibrant, sustainable and inclusive communities	<p><i>Increase the percentage of residents who think that community activities have got better from 9% in 2004 to 20% in 2010</i></p> <p><i>Increase the percentage of residents who think that race relations has got better from 9% in 2004 to 20% in 2010</i></p> <p><i>Increase the percentage of residents who think that facilities for teenagers have got better from 10% in 2004 to 25% in 2010</i></p>	Culture and Community Services
To enhance Breckland's rural; character and landscape	<p><i>Reduce the proportion of developed land that is derelict from 13% in 04 to 6% by March 2010</i></p> <p><i>Increase the percentage of local people satisfied with the build environment</i></p> <p><i>Increase the percentage of local people satisfied with the natural environment</i></p>	Environmental Planning Development Control
<p><b>Some key targets for 2007/08</b></p> <p>Work towards level 3 in Housing KLOE's - Work towards level 3 in Environmental KLOE's - Leisure Facility and Health Improvement - Work towards level 3 in Environmental KLOE's (natural environment)</p>		

Note: Key lines of Enquiries (KLOE's) are documents issued by the Audit Commission detailing different levels of performance, from basic to excellent. These are available from the Audit Commission website @ [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

priority

A safe and  
healthy  
environment



Objectives	Key Actions from the councils Business Plan 2004/2010	Lead Service
To contribute to safer communities	<p><i>Increase the percentage of people feeling safe from 66% in 03/04 to 70% in 2010</i></p> <p><i>Reduce the percentage of residents who think that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem in their local area from 55% in 03/04 to 40% in 2010</i></p> <p><i>Reduce serious accidents from 329.9 per 100,000 in March 2001 to 314.4 by March 2005 and 294.4 in March 2010</i></p>	<p>Community Safety</p> <p>Environmental Health</p>
To promote healthier lifestyles and reduce health inequalities	<p><i>Reduce coronary heart disease from 92.2 per 100,000 population in 2002 to 67.7 per 100,000 population in 2010</i></p> <p><i>Increase percentage of local people who believe their health has improved over the last year</i></p> <p><i>Reduce conception rates for under 18s by 10%</i></p>	<p>Culture and Community Services</p>
<p><b>Some key targets for 2007/08</b></p> <p>Work towards level 3 in Community Safety Key Lines of Enquiries</p> <p>Work toward level 3 in Environmental Key Lines of Enquiries</p> <p>Implement the delivery of the Cultural Services Improvement Plan including opening of the new Dereham Leisure Centre, establishing an arts forum, rural holiday activity programmes and establishing a health forum</p>		

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# priority

A prosperous  
place to live and  
work





Objectives	Key Actions from the councils Business Plan 2004/2010	Lead Service
To foster a culture of learning and skills development	<p><i>Reduce to percentage of local people with no or low qualifications form 34% to 30% by 2010</i></p> <p><i>Reduce the percentage of local people with poor literacy and numeracy skills form 24% to 15% by 2010</i></p> <p><i>Reduce the percentage of people who believe their lack of skills or education limits their access to employment</i></p>	Economic Development
To encourage local businesses to flourish and grow and create quality jobs	<p><i>Increase average household incomes to £18,000 by 2010</i></p> <p><i>Reduce unemployment (represented by official figures) to regional average, and keep claimant count below two percent</i></p> <p><i>Increase the percentage of local people ho believe their job prospects have got better or stayed the same from 1 percent below the national average in 2004 to five percent above the national average by 2010</i></p>	Economic Development
To ensure organisational effectiveness through good management, optimising external income and listening to local people	<p><i>Achieve a high category rating in statutory external assessment programmes</i></p> <p><i>Increase the percentage of local people satisfied with council services from 54% 03/04 to 65% by 2010</i></p> <p><i>Increase the proportion of Council income raised through entrepreneurial activities (target to be set during 2006 as part of Strategic Alliance targets)</i></p>	Chief Exec Communications Chief Exec
<p><b>Some key targets for 2007/08</b></p> <p>Work towards level 3 in Regeneration KLOE's</p> <p>Rural Enterprise Valley Project (to develop the motorsports agenda)</p> <p>Local Development Framework (LDF)/Growth Point status for Thetford (that will support housing and employ new growth)</p>		

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Our long-term  
projects

Rural enterprise valley Project, Thetford  
Enterprise Park

Leisure Centres

Market Town Centres

Market Town Customer Service Centre

# Portfolio Holder- Ray Johnson

## Economic Development

*inc Business & Tourism, Skills & Training,  
Inward Investment, Regeneration*

## Asset Management -

*inc Commercial Property, Building  
Services Management and Project  
Management*

## Strategic Housing -

*inc Housing Advice & Homelessness and  
Private Sector Housing*

## Environmental Planning -

*inc Planning Policy, Historic Buildings,  
Trees & Countryside and Information  
Systems*

## Development Services -

*inc Control, Enforcement, Land Charges,  
Information Systems and Building Control*

### Objective 1:

- \* To work towards a balanced appropriate housing market

### Objective 4:

- \* To enhance Breckland's rural character and landscape

### Objective 5:

- \* To contribute to safer communities

### Objective 7:

- \* To foster a culture of learning and skills development

### Objective 8:

- \* To encourage local businesses to flourish and grow and to attract jobs into the area

### Objective 9:

- \* To ensure organisational effectiveness through good management, optimising external income and listening to local people

## What we said we would do in 2006/07

Complete and launch the Economic Prosperity Strategy, then commence coordination of the delivery of the actions contained within

*We have developed an Economic Prosperity Strategy on behalf of the Local Strategic Partnership*

Commence implementation of the Rural Enterprise Valley project then assist 300 (SME's) and create 21

investment property portfolio and establish rental growth at or above inflation on a 3 year rolling basis

Reduce the average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need

Reduce the average length of stay in hostel accommodation of households that are unintentionally

# STILL AWAITING OFFICER FEEDBACK

jobs by March 2007

*The Rural Enterprise Valley project started in September 2006, six months late due to ongoing and incomplete funding negotiations with regional partners. To date, the project has assisted 100 SME's and created 5 jobs which are measurable, though in reality this number will be more with job creation in the business cluster as a direct or indirect result of REV project intervention.*

To produce an options appraisal on potential delivery mechanisms for regeneration activity in the District

To produce a revised annual Asset Management Plan and commence delivering the priorities identified within

Investigate investment opportunities to diversify the

homeless and in priority need

Increase the number of non local authority owned vacant dwellings returned to occupation during the financial year as a direct result of action by the council  
We're looking to increase the percentage of affordable homes provided on new developments

By the end of 2006/07 we expect to have enabled 56 affordable homes developed. By 2010 we aim to increase the number of affordable homes we enable to 165 a year

We are setting up new options for landlords and tenants to prevent homelessness in the district

## What we said we would do in 2006/07

We are carrying out a district wide and sub-regional market assessment on 2006/07 to establish the housing need and demand across the Rural East Anglia area (Breckland, North Norfolk and King's Lynn & West Norfolk) which will allow us to make informed decisions about resource allocation and housing and planning policies

We are carrying out a district wide and sub-regional market assessment on 2006/07 to establish the housing need and demand across the Rural East Anglia area (Breckland, North Norfolk and King's Lynn & West Norfolk) which will allow us to make informed decisions about resource allocation and housing and planning policies

To reduce the processing time for dealing with major planning applications

*This has been achieved with an increase in the number of applications determined within the Governments timetable without a fall in the quality of the decisions or service we provide*

To reduce the processing time for dealing with minor applications

*the speed of determination of applications has been maintained at a very high level without a fall in the quality of the decisions or service we provide – a notable achievement given the large number of*

*applications*

To reduce the processing time for dealing with other applications

*This has been achieved with an increase in the number of applications determined within the Governments timetable without a fall in the quality of the decisions or service we provide.*

To meet all the key milestones as set out in the Local Development Framework

*The timetable for the Local Development Framework was but back by 12 months to enable further consultation to take place on some specific issues e.g Housing numbers and broad locations. All milestones for the new timetable have been met to date.*

Reporting back on historic buildings survey in Breckland Voice and on our website

*An Action Plan has been produced on how to take the results of the Listed Building Study forward and potential funding streams for assistance with Buildings at Risk are being investigated.*

Producing our final draft of our Planning Strategy (Local Development Framework) including housing numbers, job numbers and affordable housing policies

*An Action Plan has been produced on how to take the results of the Listed Building Study forward and potential funding streams for assistance with Buildings*



# What we're doing next

Working in partnership we have successfully bid for Thetford to become a New Growth Point Area attracting funding for major studies into infrastructure and greenspaces

We will prioritise projects benefiting young people, developing play opportunities for children and youngsters

We will begin work on regeneration projects for Thetford

We're delivering a new grant scheme called Breckland Enterprise & Learning Account (BELA), funded by the Local Strategic Partnership, to help people with leaning and business support

We're promoting a new service called 'Train to Gain' to help business support

We are supporting skills training for the motor sport and advanced engineering sectors through our Rural Enterprise Valley (REV) project

We're developing projects to regenerate Thetford

Through the REV project we are developing sites along the A11 at Thetford and Attleborough

We are creating an online holiday accommodation booking system to encourage more people to stay in the district

We are completing an online business register for Breckland so people can purchase local goods and services

We are working with the Primary Care Trust to share premises and resources again saving you money

We will work with a new partner on the Breckland Housing Waiting List on a choice based lettings scheme

We will be helping to develop a new affordable housings scheme in Dereham

We will pilot a text messaging service for young homeless people to improve access to services

We intend to reduce the use of Bed & Breakfast for homeless families

We will adopt a discretionary licensing scheme to tackle poor conditions in house in multiple occupation

We will prepare a detailed landscape character assessment of the district

We will prepare a Green Infrastructure Study for Thetford Growth Point

We will support the Brecks' bid for status as a Regional Park and their strategy for a sustainable future for the area

We will financially support the work of the Norfolk Biodiversity Partnership

## What we failed to deliver

Development Services

ENV.03 - Undertake phase two of the review the  
Development Control Service

# STILL AWAITING OFFICER FEEDBACK





# Portfolio Holder- Steve Knights

## Community Services -

*inc Development and Safety*

## Cultural Services -

*inc Leisure, Sports and Arts Development  
and Health Improvement*

## Street Scene -

*inc Waste-collection/recycling, Street  
Cleansing, Parks, Woods and Open  
Spaces and Contract Management*

## Environmental Health -

*inc Emergency Planning Environmental  
Protection Food Safety and Health,  
Safety & Licensing*

### Objective 2:

- \* To make and keep Breckland a clean and tidy place to live

### Objective 3:

- \* To work towards vibrant, sustainable and inclusive communities

### Objective 5:

- \* To contribute to safer communities

### Objective 6:

- \* To promote healthier lifestyles and reduce health inequalities

### Objective 9:

- \* To ensure organisational effectiveness through good management, optimising external income and listening to local people

## What we said we would do in 2006/07

Target group audit and research completed and commencing delivery of the priorities identified with the Community Development Framework

Review completed on the future options surrounding CCTV

implementing new powers

To complete and launch the Cultural Strategy and then commence delivery on the action plans working with a range of partner agencies and to establish a successful Cultural Services client-side team

# STILL AWAITING OFFICER FEEDBACK

Focus Community Development support to areas of greatest need

In line with national priorities we will work in partnership to bring prolific and priority offenders to justice to ensure Breckland keeps one of the lowest crime rates in the country

Continue to develop and maintain strong partnership working and build on our capacity to work more closely with local residents and businesses to reduce crime and anti-social behaviour

Focus on reducing drink related disorder associated with the night time economy in the market towns by working more closely with local businesses, relevant agencies and

To complete a successful Cultural Services inspection

Deliver the ambitious health improvement agenda

Continuing construction of the new leisure facilities at Dereham and Thetford to open spring/summer 2007

We will establish a Community Sports Network throughout the district to support and develop a broad range of sports activities for all age groups and communities

We will continue to expand the Exercise Referral Programme providing more opportunities for doctors and other health



## What we said we would do in 2006/07

professionals to refer patients to registered exercise professionals

We will introduce 5 A Day healthy eating projects in the district—building on the good work in schools

We will address Mens' Health issues through campaign work and an arts and mental health

*We have employed a Clean Neighbourhoods Enforcement Officer and approved a Strategy. To date (April 07). We have issued 5 fixed penalty notices for littering & secured 2 successful fly tip prosecutions.*

By 2010 we are aiming for 100% cleanliness of land and highways with at least 92% achieved by 2006/07  
*89% of roads were acceptably clean when inspected during 2006/7. We aim to improve this figure by*

# STILL AWAITING OFFICER FEEDBACK

project

By 2010 we aim to recycle 27% of your household waste

*In 2006/07 residents have helped us recycle 27% of household waste (unaudited), therefore meeting our target early. We will endeavour to increase this figure year on year*

By 2010 we aim to compost 16% of your household waste

*We are currently composting 11% of your household waste, from the garden waste collection service. We will continue to promote home composting in 2007/8*

We aim to be enforcing on litter and fly-tipping though the new powers given to us by the Clean Neighbourhoods Act (2005)

*continuing to carry out enforcement action and continuing to work with Serco, our Environment Service provider, to ensure resources are utilised effectively. We have also employed a litter education officer to work with school's to promote good litter behaviour*

Improve the Council's score against a 'checklist of best practice' for Environmental Health

We will respond to 90% of requests (eg noise complaints, food poisoning reports, dangerous dogs reports) within a maximum of 3 working days. All urgent request will be responded to on the day received or the next working day

## What we are doing next

We are setting up a system for monitoring anti-social behaviour and also using a management system for crime reduction schemes

We will continue working in partnership on crime reduction schemes and to bring offenders to justice, helping Breckland keep one of the lowest crime rates in the country

We have set up a grant scheme for youth activities

We provide advice to parish councils and community groups on how to develop projects and obtain funding

By 2010 we aim to recycle and compost 44% of your household waste

We are seeking ways to improve glass recycling

We are introducing the Community Rangers scheme—to get local people more involved in working with us to keep Breckland clean and tidy

We will produce an annual Air Quality Report for public information

We will continue working with the Police to tackle dangerous dogs and our Dog Warden will be visiting 21 schools next year to educate children on responsible dog ownership and safety

We will promote non smoking in public places

A new leisure centre for Dereham is due to open in May 2007 and will include a 25m Swimming Pool and teaching pool, bowls hall, sports hall and fitness suite

We will work towards improving the quality of play facilities across the district

We will develop holiday sport and arts programmes in rural areas

We will encourage health referrals at our leisure centres and continue to develop health walks

We will develop plans to improve the quality of local performance venues and increase the range of local festivals

We will work with Parkwood Leisure to increase sport opportunities



## What we failed to deliver

### Community Services

C&C29 - Support front line members in their community champion representational role

C&C39 - Scope opportunities for income generation for

### Community Development

C&C41 - Contribution towards the Councils Regeneration Company

community move to 07-08

### Environment Services

ENV.06 - Review the Statutory and Service duties of Environmental Health

### Environment

ENV.07 - To review the Environmental Health Teams' enforcement and future hours of service delivery, delivery to be fit for purpose

# STILL AWAITING OFFICER FEEDBACK

C&C42 - Contribution towards the Councils External Funding Strategy

### Cultural Services

C&C26 - Responding to the changes in the configurations of Primary Care Trusts in Norfolk

### Street Scene

ENV.59 - Recycling Stars Phase 2 moved to 07-08

ENV.63 - To investigate the potential for sponsorship to enhance the existing street cleansing service move to 07-08

ENV.64 - To trial a litter audit in a town centre and develop an action plan, working with the local

ENV.08 - Investigate availability and suitability of remote and mobile working practices (Elena)

ENV.15 - Review service delivery to enable vulnerable people are targeted

### Env Health

ENV.05 - Develop protocol to ensure staff are professionally competent for their respective duties

ENV.19 - Review Env Health Teams and future hours for Service Delivery, and change delivery to be fit for purpose

ENV.22 - Review Env Health Teams and future hours for Service Delivery, and change delivery to

# Portfolio Holder- Iain Hook

## Democratic Services -

*inc Committee and Democratic Support,  
Constitution, Electoral Issues, Byelaws  
and Scrutiny*

## Financial Services -

*inc Exchequer, Funding Support,  
Procurement and Accountancy*

## Legal Services -

*inc Standards. Freedom of Information  
Data Protection and Monitoring*

## Policy & Performance -

*inc Performance Monitoring and Local  
Area Agreements*

## ICT -

*inc Electronic Government Service*

## Customer Services -

*inc Central Administration and Customer  
Contact Centres*

## Human Resources and OD -

22    *inc Employee  
Relations,  
Recruitment,  
Appraisals and Payroll & Reward*

## Objective 9:

- \* To ensure organisational effectiveness through good management, optimising external income and listening to local people

## What we said we would do in 2006/07

Production of a new framework protocol for officer and member relations, to form an essential element of the Council's Constitution  
April 2006

*Protocol agreed and adopted and forms part of new Constitution*

Implementation of requirements of new Electoral Administration Bill for electoral registration and voting procedures April 2007  
*New requirements built in to procedure for District and Parish Elections in May 2007 and training of staff for those elections.*

To build on the Council's community leadership role by improving support to Elected Members as community representative and by working in partnership with our Parish and Town Councils  
*Signed up to Elected Member Development Charter and strategy and programme being developed through Member Training Panel*

*Established Town and Parish Council Forum – first meeting in December 2006, next to follow in June 2007*

*Prospective District and Parish Councillor evening, March 200*

Ensuring that the new Council Constitution is embedded and thoroughly understood at all levels in the organisation by survey

To involve and engage local people on Council elections and encourage registration through events such as Local Democracy Week, particularly engaging young people  
*Last year with the aim of improving access to local democracy and engaging young and harder to reach groups in democracy we published Councillors' diaries onto our website everyday for Local Democracy week October 16 – 20. The aim of the diaries was to highlight the diversity of issues that our Councillors deal with and how they fit their responsibilities as a local politician into their daily lives.*

*Our Councillors were asked to make their diary entries as personal and informal as they could make them to engage young people's interest to include details of their daily routines.*

*In addition, to mark the finale of Local Democracy Week 9 councillors took part in 'Take Your Councillor to School Day' on Friday 20 October which gave our Councillors an insight into a day in the life of a young person.*

Achieve a score of 3 in the 'use of resources' audit assessment

*We've recently received the 2005/6 use of Resources score – this was a 2 overall*

Continue to develop performance

## What we said we would do in 2006/07

management and make comprehensive performance information available through the TEN software system

Implement an action plan to increase satisfaction with the council Demonstrate quality service delivery through monitoring

# STILL AWAITING OFFICER FEEDBACK

calls and demonstrate measure of quality through call sampling. Overall quality of call target within the Customer Service Centre of 80% against agreed checklist of quality measures

Providing an extensive and appropriate Member Training and Development programme with a report to Council December 2006





# What we are doing next

We are investigating new service systems and ways of integrating them to improve efficiency

We will soon offer verbal direct debit set up (so no more forms)

We are investing the council's reserves in commercial property and shared partnerships to do all we can to keep your council tax the lowest in the country

## What we failed to deliver

### Customer services

CAB109 - E-mail enablement of the contact centre

### ICT

CAB87 - Home Working

CAB88 - Investigate availability and suitability of remote and mobile working practices

CAB99 - Middleware/Integration - Integration of Lagan frontline with Back office systems, GIS, LLPG

# STILL AWAITING OFFICER FEEDBACK

### Policy & Performance

CAB07 - Development of 5 area profiles based around the 5 market towns

CAB10 - Develop staff and member training plan for trading issues

CAB16 - Policy and Strategy review

CAB18 - Complete and agree Social Inclusion Strategy



# Portfolio Holder- Chief Executive

## Communications -

*inc Internal & External Communications,  
PR & Publicity, Branding, Printing and  
Reprographics*

## Anglia Revenues Partnership -

*inc Benefits, Council Tax and NNDR*

## Objective 9:

- \* To ensure organisational effectiveness through good management, optimising external income and listening to local people

## What we have done so far

Increase the proportion of local people satisfied with Council services from 51% to 65%

*We achieved and overall satisfaction rate of 62%*

Implement an action plan to increase satisfaction with the council

*An action plan was designed and implemented resulting in a 12 point increase in the measure of overall satisfaction*

Ensure Best Value Performance Indicator surveys are carried out in accordance with Office of the Deputy Prime Minister (ODPM) guidance, on time and to budget

*BVPI surveys were initiated run in partnership with Country and other district councils. The entire piece of work was run in accordance to the Audit Commission standards and guidance*

Build an awareness and visibility of the Council through development of the Councils Visibility Strategy

*A visibility campaign was undertaken, including wider use of the logo with a new strap line.*

Maintain Breckland Council Tax as the lowest

in the country

*With only 2% Council Tax rise this year we maintain our position as the lowest district council tax in the country*

Pursue the Strategic Alliance project to establish Breckland as an 'entrepreneurial council'

*The Strategic Alliance was signed with CAPITA in October 2006 and we are now working on a number of Business Cases*

Establish mobile working technology across the council



# What we have done so far

## What we are doing next

We are working with our Strategic partner in the CREATE partnership to maximise commercial opportunities and trading, to bring in extra income to keep down council tax

Through the partnership we will also improve efficiency and effectiveness giving you better customer service; support local businesses and work with other councils; and introduce mobile working to take our services to our customers

We are setting up a trading company in partnership with Forest Heath District Council offering to trade our services to other authorities, generating more income for Breckland

We will continue to listen to a wide range of voices through the Citizens Panel, focus groups with young people, road shows and questionnaires



## What we failed to deliver

Cabinet Office

CAB116 - To enhance the commercial relationship between Breckland and Serco to earn more income.

CAB184 Customer Access Strategy

CAB97 Implement an Asset Management System for the council

# STILL AWAITING OFFICER FEEDBACK

CAB108 Investigate the marketing of Legal Services via the Strategic Alliance

Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
002a	The level if any of the Equality Standard for Local Government to which the authority conforms. There are five levels.	2	2					
002b	The duty to promote Race Equality.	58%	79%					
008	The percentage of invoices for commercial goods and service which are paid by the authority within 30 days of such invoices being received by the authority.	97.00%	100%					Upper Quartile = 97.00% (04/05)
009	Percentage of Council Tax Collected.	98.50%	98.60%					
010	Percentage of Non National Domestic Rates collected.	99.24%	99.20%					
011a	The percentage of top 5% of earners that are women?	28.56%	26.70%					
011b	Percentage of the top 5% of Local Authority staff who are from an ethnic minority.	7.14%	13.30%					
011c	Percentage of the top 5% of staff who have a disability, (excluding those in maintained schools).	14.28%	13.30%					
012	The number of working days/shifts lost due to sickness absence	7.82 days	8.00 days					
014	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	1.01%	0.45%					
015	The percentage of employees retiring early on the grounds of ill-health as a percentage of the total work force.	0.00%	0.33%					
016a	Percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.	3.04%	3.00%					
016b	Percentage of economically active disabled people in the authority area.	14.09%						





Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
017a	The percentage of local authority employees from ethnic minority communities.	1.01%	1.20%					
017b	Percentage of economically active (persons aged 18*-65) population from ethnic minority communities in the local authority area.	1.45%						
064	The number of private sector dwellings that are returned into occupation or demolished as a direct result of action by the local authority.	7.00	10.00					
076a	Housing Benefit Security (per 1,000 caseload). No. of claimants visited?	167.00	170.00					
076b	Housing Benefit Security (per 1,000 caseload). No. of Fraud Officers employed.	0.20	0.25					
076c	Housing Benefit Security (per 1,000 caseload). No of Fraud Investigations	23000	35.00					
076d	Housing Benefit Security (per 1,000 caseload). No of Prosecutions and Sanctions.	7.00	4.00					
078a	Average time for processing new claims	14.0	16.0					
078b	Average time for processing changes in circumstances.	6.0	9.0					
079a	Accuracy of Processing.	100.00%	99.00%					
079b (i)	The amount of housing benefit overpayments (HB) recovered during the period being reported on as a percentage of HB in the local authority area.	66.56%	55.00%					
079b (ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	44.99%	55.00%					

Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
079b (iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayments debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.	5.10%	12.00%					
082a (i)	Percentage of household waste arisings which have been sent by the authority for recycling.	22.71%	25.00%					25% x 2005/06 30% x 2010 33% x 2015
082a (ii)	Total tonnage of household waste arisings which have been sent by the authority for recycling.	11122.53 tonnes	12000.00 tonnes					
082b (i)	The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion.	9.78%	10.00%					25% x 2005/06 30% x 2010 33% x 2015
082b (ii)	The total tonnage of household waste sent by the authority for composting or treatment for anaerobic digestion.	4791.34 tonnes	4800.00 tonnes					
084a	The number of kilograms of household waste collected per head of the population.	391.0 kg	405.0 kg					
084b	Percentage change from the previous year in the number of kilograms of household waste collected per head of the population.	1.31%	3.00%					
086	The cost of waste collection per household.							Guidance provided by the HM Treasury and use of the GDP deflator.



Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
091a	Percentage of household residents in the authority's area served by a kerbside collection of recyclables.	100.0%	100.0%					
091b	Percentage of households resident in the authority's area served by a kerbside collection of at least two recyclables.	100.0%	100.0%					
106	The percentage of new homes built on previously developed land.	70.00%	60.00%					
109a	The percentage of planning applications determined in line with the Government's new development control targets to determine 60% of major applications in 13 weeks	65.00%	67.00%					Government set target 60%
109b	The percentage of planning applications determined in line with the Government's new development control targets to determine 65% of minor applications in 8 weeks	71.50%	76.00%					Government set target 65%
109c	The percentage of planning applications determined in line with the Government's new development control targets to determine 80% of other applications in 8 weeks	88.34%	91.00%					Government set target 80%
126a	Domestic burglaries per 1,000 households.	2.61	3.20					
127a	Violent crimes per year, 1,000 population in the Local Authority area.	12.29	16.00					
127b	Robberies per year, per 1,000 population in the Local Authority area.	0.18	0.40					
128	The number of vehicle crimes per year, per 1,000 population in the Local Authority.	5.64	6.60					
156	The percentage of authority buildings open to the public in which all areas are suitable for an accessible to disabled people.	100.00%	100.00%					
157	A measure of the number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	99.27%	100%					Discontinued 2006/07

Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
166	The score against checklist of enforcement best practice for environmental health/trading standards.	88.7%	100.0%					
174	Racial incidents per 100,000.	44.66	45.00					
175	Percentage of racial incidents that resulted in further action.	100.00%	100.00%					
179	The percentage of searches carried out in 10 working days.	100%	100%					Deleted 2006/07
183a	The average length of stay in Bed and Breakfast accommodation.	4 wks	2 wks					
183b	The average length of stay in hostel accommodation of households which include dependant children or a pregnant women and which are unintentionally homeless and in priority need.	8 wks	9 wks					
199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	11.00%	11.0%					
199b	The proportion of relevant land and highways (Expressed as a percentage) from which unacceptable levels of graffiti are visible.	0%	2%					
199c	The proportion of relevant land and highways (expressed as a percentage) from which an unacceptable levels of fly-posting are visible.	0%	1%					
199d	The year-on-year reduction in total number of incidents and increase in total number of enforcements actions taken to deal with 'fly-tipping'.	3	3					
200a	Did the local planning authority submit the Local Development Scheme (LDS) by the 28th March and thereafter maintain a 3-year rolling programme	Yes	Yes					
200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	Yes	Yes					



Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
200c	Did the Local Planning Authority publish an annual monitoring report by 31st December each year?	Yes	Yes					
202	The number of people sleeping rough on a single night within the area of the local authority.	1	2					
203	The percentage change in the average number of families, which include dependant children or a pregnant women, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year.	-63.74%	-15.00%					
204	Percentage of appeals allowed against the authority's decision to refuse planning applications.	12.7%	20.0%					
205	Quality of service checklist.	94.4%	94.4%					
213	Number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.							
214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years.	1.41%	10.00%					
216a	Number of sites of potential concern [within the local authority area], with respect to land contamination.	1918	1980					
216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	1%	1%					
217	Percentage pollution control improvements to existing installations completed on time.	97%	90%					

Best Value Performance Indicator	Performance Indicator	Actual 05/06	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Government Standard Notes
218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	92.00%	91.00%					
218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	53.00%	60.00%					
219a	Total number of conservation areas in the local authority area.	47	47					
219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal.	0.00%	0.00%					
219c	Percentage of conservation areas with published management proposals.	0.00%	0.00%					
225	Against Domestic Violence. The percentage of questions in a checklist to which the local authority can answer 'yes'. <i>There are 11 goals of which 4 are Housing related (7 relate to Community Safety activities)</i>	54.5%	81.8%					
226a	The total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.							
226b	Percentage of monies spent on advice and guidance services provision which was given to organisational holding CLS Quality Mark at 'General Help' level and above.							
226c	Total amount spent on Advice and Guidance on the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.							



Best Value Performance Indicator	User Satisfaction Performance Indicator	Target 2000/01	Outturn 2000/01	Target 2003/04	Outturn 2003/04	Target 2006/07	Actual 2006/07	
003	The percentage of citizens satisfied with the overall service provided	68.0%	67.0%	70.0%	51.0%	65.0%		
004	The percentage of complainants satisfied with the handling of their complaint	44.0%	44.0%	50.0%	28.0%	40.0%		
080a	Contact and Access facilities		68.0%	70.0%	85.7%			
080b	Service in Benefits		77.0%	70.0%	74.6%			
080c	Telephone Service		63.0%	70.0%	74.2%			
080d	Staff in Benefits		70.0%	70.0%	86.9%			
080e	Clarity of forms		57.0%	70.0%	80.6%			
080f	Time taken for a decision		42.0%	70.0%	64.9%			
080g	Overall satisfaction with the Benefits service	85.0%	42.0%	70.0%	72.8%	88.0%		
089	The percentage of people satisfied with the cleanliness standard in their area	74.0%	74.0%	75.0%	63.0%	68.0%		
090	The percentage of people satisfied with: (a) household waste collection (b) waste recycling	95.0% 60.0%	95.0% 60.0%	97.0% 65.0%	90.0% 72.0%	91.0% 77.0%		
111	The percentage of applicants satisfied with the planning service received	32.0%	88.0%	89.0%	84.7%	70.0%		
119a and b	The percentage of residents satisfied with the Local Authority Cultural services: a) Sports and Leisure Facilities b) Parks and Open Spaces	35.0% joint	43.0% 44.0%	45.0% 47.0%	44.0% 58.0%	60.0% 60.0%		