FINANCE and PROPERTY SERVICES DIVISION

SERVICE PLAN 2005 - 2008
MONITORING REPORT (NOVEMBER 2005)

1. SERVICE DESCRIPTION

The Division provides the financial and asset management functions of the Council, including Internal Audit.

2. THE YEAR TO-DATE IN CONTEXT

Financial Management System - Phase 2

The main development in this area identified for the year was implementing the infrastructure and associated workflow processes to enable E-procurement, i.e. the electronic processing of orders and payment of invoices and to enable punch out to a Market Place.

Substantial set up time and testing has taken place during the year. However, the loss of the project support officer delayed the planned live implementation from August until November. The System is now being rolled out to April 2006 on a phased basis.

The Government target for this as part of I.E.G. is for the infrastructure to be in place by December 2005 and roll out by April 2006.

Final Accounts

Once again, the Council's annual accounts and financial statements were produced within the statutory deadline (31st July 2005). An unqualified opinion has been received from the Audit Commission on those accounts.

The first submission to the "Whole of Government Accounts" has also been achieved within the statutory deadline of 30th November 2005.

Insurance Renewal

Following a tendering process, the Council's insurance premiums have been reduced by £57,000 per year compared to that currently being paid.

Payroll

An upgrade of the computer system is currently being undertaken in conjunction with Human Resources, supported by the software supplier. Amongst other things, this should enhance reporting and the production of management information.

FINANCE and PROPERTY SERVICES DIVISION

Internal Audit

Due to recent changes, a substantial amount of work is now on-going to evaluate controls and advise/document processes within the new computer systems (mainly the financial and housing management systems). Amongst other things, this will help to embed and get the best use out of these new packages in the future.

In addition, the Unit has also undertaken a couple of additional assurance audits. Some process and control issues have been raised but these are being dealt with in accordance with audit recommendations.

Property Services

This is effectively a new function for the Division following last years senior management restructure. The Unit have been progressing accessibility works to public buildings in accordance with the approved programme.

In addition, to meet best practice requirements, stock condition surveys are being undertaken, the Council's property database is being reviewed and computerised and a backlog of work in estates management is being cleared.

The issue of staffing still remains in that recruiting to established posts is proving very difficult and consequently, there is still a reliance on agency staff.

3. ACHIEVEMENTS

The key tasks as set out in the approved service plan that have been completed as planned are detailed below.

REF	TASK	PROGRESS and OUTCOMES TO-DATE
FPS 1	Develop the reporting and information modules of the FMS	• Profiled budgeting being implemented • Tailored reports being constructed but main development planned for second half of this year • Still to implement overhead costing (was planned for September 2005)
FPS 2	Implement 2nd Phase of FMS - infrastructure for E-procurement	• Testing completed • Now being rolled
FPS 3	Develop Asset Management	• Specification for joint/partnership working for estates management produced • New property database software procured • Asset register being reviewed and updated • Asset Management Plan for 2005/06

		• adopted • Parcels of land identified for disposal out for consultation • Overall property strategy still to be produced
FPS 4	Strengthen Risk Management	• Independent review completed • Service risk registers challenged and updated • Main corporate and business risks identified • Training provided for Members and Officers • Corporate working group now scrutinising high risks and ensuring consistent approach to embedding principles
FPS 5	Develop Payroll/HR computer system (upgrade to windows based system)	• Business case for upgrade and implementation plan agreed • Upgrade then implemented and testing currently taking place
FPS 6	Internal Audit - document processes and evaluate controls in new computer systems	• This is on-going • Audit Commission requirement that full and proper documentation is completed by May 2006

4. 2004/2005 PERFORMANCE INDICATORS

Best Value Performance Indicators	Actual 2004/05	Target 2005/06	Probable 2005/06
BVPI 8 Proportion of undisputed invoices paid within 30 days	86%	97%	95%

FINANCE and PROPERTY SERVICES DIVISION

Local Performance Indicators	Actual 2004/05	Target 2005/06	Probable 2005/06
FPS LI 1 Proportion of payments made to suppliers electronically	63%	100%	95%
FPS LI 2 Production of Annual Statement of Accounts (statutory deadline)	Achieved (31/8/04)	31/7/05	Achieved (28/7/05)
FPS LI 3 Production of Whole of Government Accounts (statutory deadline)	N/A	30/11/05	Achieved (31/10/05)
FSLI 4 Partial exemption limit for VAT does not exceed 5%	2.3%	<5%	4%
FSLI 5 External Audit opinion of the Council's Internal Audit function	Satisfactory	Satisfactory	Satisfactory
FSLI 6 Percentage of annual audit plan completed in the year	87%	90%	90%
FSLI 7 Rating for Asset Management in "Use of Resources Assessment"	N/A	2 out of 4 (minimum standard met)	1 out of 4 (Below minimum standard)

5. EMERGING ISSUES

Use of Resources Assessment - this is now becoming a key part of the emerging Comprehensive Performance Assessment Framework. This will test the Council's financial reporting, management and overall financial standing, in addition to asset management and internal control processes. These are fundamental issues, which reflect many of the Division's duties and responsibilities.

The assessment will be scored on a scale of 1 to 4, with 2 being a minimum acceptable standard representing good performance overall. Level 3 demonstrates strong performance with Level 4 representing excellent/exemplary performance in these areas.

2005/06 is the first year of this assessment. The Audit Commission is currently inspecting the Council's submission and it is anticipated that the Council will achieve Level 2. An action plan is already being drawn up to progress to Level 3 next year.

Effectively, this assessment will become an annual test of the Division's performance in key areas and act as a guide towards future development and strengthening of the Council's finance and asset management functions.

REVENUE SERVICES
SERVICE PLAN 2005/2008

HALF YEARLY REPORT (SEPTEMBER 2005)

SERVICE DESCRIPTION

The Division is responsible for the collection and recovery of Council Tax and the National Non-Domestic Rate, the administration of the Housing and Council Tax Benefit Scheme along with the provision of remittance processing facilities and the administration of the Concessionary Fares (Gold Card) Scheme.

THE HALF YEAR IN CONTEXT

The following items reflect the main achievements so far during 2005/06:
- Work has progressed on the introduction of the replacement Revenues and Benefits computer system.
- The Housing and Council Tax Benefit function has continued without a backlog and high performance has been sustained. We continue to offer a high level of service to our claimants with complete applications being dealt within very short timescales and have achieved a level 4 (excellent) score in the Performance Standards assessment.
- A number of initiatives have been taken to help with the take-up of benefits, including the launch of the on-line Benefit Calculator in partnership with the BBC Radio Derby bus.
- The introduction of a SMS text messaging service to remind Council Tax payers when their payments are due.
- The maintenance of performance indicators giving favourable comparison with top performing councils.

ACHIEVEMENTS

ACTION	OUTCOMES
Continue to develop the joint working arrangements with other authorities for the production of benefit leaflets and standards along with revenue leaflets	A new suite of leaflets has been delivered covering an increased number of subjects.
Introduce the provisions of the Verification Framework	Completed
Prepare for and Implement the National Non-Domestic Rate revaluation and the introduction of the Small Business Rate Relief	Completed
Prepare for and Implement the Council Tax re-banding	Re-Banding postponed
Introduce e-billing facilities for Council Tax and the National Non-Domestic Rate	Completed
Introduce on-line Benefit Calculator	Completed

ACTION	OUTCOMES
Investigate and make bids (either as an individual authority, or jointly with other authorities and organisations) for funding for various projects	Joint bid with other Derbyshire authorities for the provision of software to trace absconded benefit overpayment cases. Bid still being considered by the DWP
Crime and disorder - Section 17: • Audit existing services and policies • Implement action plan	Completed
Equal Opportunities and Diversity • Annual Audit of services and policies in the light of the Race Equality Scheme • Implement the Race Equality Scheme Action plan	Completed

TASKS AT RISK OF NON DELIVERY DURING THE YEAR

ACTION	EXPLANATION
Implement the new Revenues and Benefit Software	The transfer of data to the new system has been more difficult than anticipated and has lead to continuing delays in the implementation of this major project
Plan developments to follow the introduction of the new software (eg Further joint working arrangements)	Follows on from above

2005/2006 PERFORMANCE INDICATORS

INDICATOR	2004/05 (actual)	2005/06 (target)	2005/06 (estimated outturn)
Best Value PIs			
9- Percentage Council Tax Collected in year	97.97%	97%	98%
10- Percentage NNDR collected in year	98.13%	97%	98%
76 Security			
76a- No. of claimants visited per 1,000 caseload	72.9	75	75
76b- No. of fraud investigators per 1,000 caseload	0.5	0.6	0.6
76c- No. of fraud investigations per 1,000 caseload	48.6	50.0	45.0
76d- No of prosecutions and sanctions per 1,000 caseload	3.5	3.0	2.5
78a- Average number of days to process new benefit claims	15 days	30 days	25 days
78b- Average number of days to process changes of circumstances	4 days	10 days	7 days
79a- Accuracy of processing calculations)	97%	96%	97%
79b- Accuracy of processing (percentage of overpayments recovered)	Unable to measure due to software limitations	Unable to measure due to software limitations	Unable to measure due to software limitations

Local PIs	2004/05 (actual)	2005/06 (target)	2005/06 (estimated outturn)
Average number of chargeable Council Tax dwellings per Revenue Assistant	4,424	4,400	4,450
Average number of chargeable NNDR properties per Revenue Assistant	1,200	1,200	1,200
Average time for paying new claims for Council Tax Benefit	16 days	30 days	25 days
Average time for paying new claims for Rent Rebate	17 days	30 days	25 days
Average time for paying new claims for Rent Allowance	13 days	30 days	30 days
Average time for processing changes of circumstances for Council Tax Benefit	3 days	10 days	7 days
Average time for processing changes of circumstances for Rent Rebate	4 days	10 days	7 days
Average time for processing changes of circumstances for Rent Allowance	4 days	10 days	7 days
Average number of claimants per Benefit Assistant	890	820	850
Percentage of claims not processed at the end of the year	2.05%	5.00%	3.00%

EMERGING ISSUES

Once again, the major area of development remains the implementation of the new Revenue and Benefit computer system. This involved working with four other authorities and a private sector provider requiring a wide range of skills to achieve the desired outcome. The project continued to meet a number of delays and work is in progress to secure the future of this project.

However, the current systems are being updated to meet legislation changes and maintain a service to our customers during the period of conversion. The amount of resource required to manage the project should not be under-estimated and a sharp focus on the project has to be maintained at all times.

The postponing of the re-banding for Council Tax means that charges will continue to be based on the bands introduced in 1993.

All the e-Government requirements are in place with the exception of e-billing, the solution to which is currently being investigated.

We need to be open to other ways of delivery services if this means lower costs and a better service. We are now involved with closer working/partnerships with other councils so that we can share knowledge and expertise. The introduction of the "Customer First" project will have a significant impact on the service.

HUMAN RESOURCES
SERVICE PLAN 2005/2008

HALF YEARLY REPORT (SEPTEMBER 2005)

SERVICE DESCRIPTION

The aim of the Division is to provide professional advice and support for the Council in the effective management, deployment and continuous improvement of its workforce for the achievement of its stated aims and objectives. We ensure that people are treated fairly and value equality and diversity in employment and in services provided to the community. The Division will provide a range of services broadly under the following areas;

- Organisational strategy and development
- Recruitment and Selection
- Pay and rewards
- Learning, training and development
- Employee relations
- Employment
- Equalities and diversity
- Human resources advice and guidance

THE HALF YEAR IN CONTEXT

The majority of the service related challenges faced by the Division have been the significant corporate related ones, arising out of the Corporate Plan. The Corporate Plan gives a clear acknowledgement that the Council's employees and the essential role they play in service provision. The plan also identifies the importance of managing all our resources efficiently and effectively, including our employees.

Over the past 6 months work has been focused on;

- Progressing work towards the completion of a Local Pay and Grading Review including supporting the Elected member and employee representative Steering Group
- Developing a People Strategy for the Council
- Completing a review of the use of Agency Workers and procuring a preferred supplier to realise efficiency and cost savings
- Developing the Council's approach towards the use of technology for recruitment
- Progressing the adoption of the two ticks disability symbol for the Council
- Developing and reviewing employment policies and practices in line with Employment Act 2002 and other legislation
- Development of Leadership and Management Development Programme
- Working on a national pilot programme with the Health & Safety Executive in relation to stress in the workplace
- Supporting the development of the Contact Centre through the adoption of workforce planning approach
- Reviewing the Performance and Development Review Scheme (PDR) to continue its contribution to the overall performance management framework of the council
- Completing a review of training needs identified at a corporate, service or individual level and proposing a range of solutions to address these needs
- Supporting Elected Member Development training that includes work towards the achievement of the Member Development Charter

- ➤ Preparing the Council for Investors in People re-accreditation
- ➤ Working with payroll to upgrade the existing HR/Payroll IT system
- ➤ Reducing sickness absence levels and the further development of management information
- ➤ Supporting organisational development through advising on revised structures, market testing posts and consultation with employees and their representatives
- ➤ Sustaining and developing a partnership approach with the trades unions

ACHIEVEMENTS

ACTION	OUTCOMES
People Strategy	➤ Draft framework produced ➤ Initial consultation completed internally and externally ➤ Strategy to be in place by April 2006
Implementing Local Pay and Grading review	➤ Steering Group meeting regularly to review and monitor progress ➤ Implementation proposals have been agreed with the Trades Unions ➤ Effective partnership working with the Trades Unions ➤ Choice of job evaluation scheme jointly made ➤ Action plan has been agreed
Corporate Training Plan	➤ Completed review of training needs across the Council ➤ Proposals for addressing training needs and allocation of resources approved by Council ➤ Development of training activities in line with the priorities have commenced
IiP Reaccredidation	➤ Assessment completed in October 2005 ➤ IiP status has been achieved ➤ Number of strengths identified and action plan to be developed to continue progress
Workforce planning – Contact Centre	➤ Framework agreed with Trades Unions ➤ Key issues identified and planned approach being followed
Employee Relations	➤ Formal adoption of Facilities Agreement ➤ Regularly meetings with Trades unions ➤ Partnership approach adopted for Pay and Grading Review
Disability Two ticks symbol	➤ Application submitted and approved
Leadership and Management Development Programme	➤ Framework in place ➤ Steering Group formed ➤ Pilot identified
Occupational health/welfare and employee absence	➤ Contracted extended with current provider ➤ Current policy being reviewed
HR/Payroll computer system upgrade	➤ Business case for upgrade and implementation plan agreed ➤ Upgrade implemented and testing currently taking place
Employment Legislation	➤ Electronic Communications Policy revised ➤ Harassment procedure adopted

	➢ Progressing work for legislation relating to Age discrimination and use of fixed term contracts
HSE Stress Management Standards	➢ Accepted onto the pilot programme ➢ Project Plan in place and steering group formed
Partnership working	➢ Contracts agreed for the provision of; 　　Occupational Health Services 　　E-recruitment ➢ Secondment project being progressed with 3 other Councils
Elected Member Development Training	➢ Provided a range of training programmes for Members working with the Head of L & D S ➢ Supporting the work towards the achievement of the Members Charter

TASKS AT RISK OF NON DELIVERY DURING THE YEAR

ACTION	EXPLANATION
Employee Survey	Working Group has been established and agreed to delay implementation of second survey. This will enable further consideration of actions completed from the initial survey.

2005/2006 PERFORMANCE INDICATORS

Best Value Performance Indicators

BVPI No.	Title	Actual 2004/05	Target 2005/06	Estimate 2005/06
11a	The percentage of top 5% of earners that are women	16.67%	23%	23%
11b	% of top earners from black & ethnic minority communities	0.0%	6.0%	0%
12	No. of working days lost due to sickness	8.52 days	8.0 days	8.5 days
14	% of employees retiring early excluding ill health retirements	0.0%	0.3%	0.3%
15	% of employees retiring early due to ill health	0.0%	0.3%	0.3%
16a	% of employees who are disabled	3.16%	3.8%	3.8%
17a	% of employees who are from ethnic minority communities	0.86%	1.2 %	1.0%

Local Performance Indicators

Local Indicator	Actual 2004/05	Target 2005/06	Estimate 2005/06
Number of employees who have an individual training plan, following a PDR interview	65.4%	100%	100%
Labour Turnover – voluntary leavers only	10.79%	8%	8%
% of internal appointments	17.94%	20%	20%
Number of learning days per employee	1.8	3	2

EMERGING ISSUES

The ongoing review of the Local Government Pension Scheme will have issues that need to be considered in terms of employment and finance.

The final decision on Age Discrimination legislation expected in October 2006 will need the Council to review its existing employment practices.

Potential for a single 'Equality Forum' to lead on legislation and best practice to promote equality and eradicate all forms of discrimination. This could lead to changes in legislation and new standards for employers to achieve in these areas.

A more structured corporate approach to workforce planning needs to be progressed to enable the Council to continue to recruit, retain and plan the capacity required to deliver services for the Community.

Further local determination of pay and rewards structure has the potential to create recruitment and retention issues within the Council as well as having budgetary implications.

LEGAL & DEMOCRATIC SERVICES DIVISION
SERVICE PLAN 2005/2008

HALF-YEARLY REPORT (SEPTEMBER 2005)

SERVICE DESCRIPTION

The Division is responsible for:-

❑ **Legal Services** - To advise the Council on all legal matters e.g. contractual arrangements, housing, planning, environmental health, conveyancing, employment matters and to represent the Council in courts and tribunals. It also advises on human rights issues, the provision of information to Members, Officers and the public and ensuring that the Constitution is adhered to by Members and Officers and kept up to date.

❑ **Democratic Services** -The management and administration of the committee process, including support for the Chief Executive, Members and the civic functions of the Council, particularly the Chair.

❑ **The Elections Service** - Maintains and updates the register of electors annually and on a rolling basis and administers Parish, District, County, Parliamentary and European elections and referenda.

❑ **Land Charges** - Ensures that the Local Land Charges Register is maintained and provides searches on payment of a fee for residents of the District when they purchase new property.

❑ **Public Relations** - To oversee the public and media relation functions of the Council.

THE HALF-YEAR IN CONTEXT

The main challenges faced by the Division were:-

❑ **Transfer of Liquor Licensing** - This function was transferred from the Magistrates' Courts, which has greatly increased the Division's workload. Objections to premises and personal licences need to be determined by Licensing & Appeals Sub-Committees which are serviced and legally advised by the Division.

❑ **Members' Training** - The need for a structured training programme was recognised and is being progressed in line with Members' requirements to enable Members to be adequately supported and able to contribute fully to the work of the Council.

❑ **County & Parliamentary Elections** – successfully conducted in May 2005, resulting in 7 County Councillors and 1 Member of Parliament being elected.

❑ **Upgrade of Local Land Charges software** - The recently installed upgrade of the SX3 system was the first of its kind in the county, which resulted in a number of challenges to ensure the continued delivery of the service on a day to day basis.

❑ **Members' Laptops** - The initial stages involved in this project were progressed in line with Members' requirements. Further work is required to meet ongoing e-government targets.

The main opportunities faced were:-

❑ **Ethical Framework** - Regulations relating to the investigation of alleged breaches of the Code of Conduct by Members of District and Parish Councils were introduced and they require such investigations to be undertaken by the Monitoring Officer or her nominated representative and determined by the Standards Committee and/or Adjudication Panel.

❑ **Comprehensive Performance Assessment (CPA)** - The implementation of the Action Plan to ensure continuous development and contribution to the Use of Resources Judgement – Key Lines of Enquiry Submission.

❑ **Land Charges** - National Land Information Service (NLIS) Stage 3 requirements – the need to transfer all land and property information and registrations onto a national database to provide, by electronic means, a one-stop shop for conveyancing transactions.

❑ **Regional Assemblies** - A referendum may be necessary on an elected assembly for the region.

❑ **Corporate Governance** - The fundamental principles of good corporate governance are openness, integrity and accountability. The Division has a key role in supporting and monitoring these principles in structures and processes and in the conduct of Councillors and employees.

ACHIEVEMENTS

Over the past 6 months, the Division's main achievements have been:-

ACTION	OUTCOMES
E-government	The Division has made a significant contribution to the development of the Council's website involving the availability of Agendas, Minutes and information about the services available throughout the Division.
Elections and Electoral Administration	The annual canvass of over 30,000 properties started in August, with the personal canvass of properties taking place in October and the Register being published in December.
County / Parliamentary Elections	The successful undertaking of these Elections in May 2005 resulted in the appointment of 7 County Councillors and 1 Member of Parliament.
Prosecutions	Successful prosecutions were carried out for a number of offences, including health and safety, food safety and planning enforcement.
Planning Agreements	A number of agreements have been drafted and completed pursuant to Section 106 of the Town & Country Planning Act 1990, including Unilateral Agreements.
Conveyancing	Land sales, leases, easements and Deeds of Variation have been drafted and finalised.
Public Open Space	The adoption of various Public Open Spaces from developers has resulted in payments of commuted sums by the developers for the future maintenance of the land.
Sale of Council Houses	29 council houses have been sold under the Housing Act 1985.
Training of Staff	Staff throughout the Division have attended various external training courses, seminars and conferences to enhance their professional skills.
Ombudsman	There have been no complaints over the past 6 months resulting in a finding of maladministration. The Ombudsman's Annual Letter was considered by the Council.
Internal Communications	Weekly production of the Core Brief document.
Implementation of Absence Management Policy	The Division's sickness absence for the year is 7.31%. This has increased in the last six months due to two members of staff being on long-term sickness absence. Phased returns to work are currently being implemented.
Training for District Councillors	All Members were invited to a specific training session on the Licensing function. This has been followed by an invitation to attend various courses on the Modern Members Development Programme, run by the EMRLGA. Further training courses identified by Members have also been conducted in relation to Finance, Risk Management, Corporate Plan, Gershon, Council Policies and Laptops at both a beginners and intermediate level.
Training for Parish Councillors	The Monitoring Officer has provided separate training sessions for Parish Councils, which included a discussion on her role and that of the District Council's Standards Committee in relation to the Code of Conduct, Personal and Prejudicial Interests, together with the Register of Gifts and Hospitality, as well as seminars on issues of ethics and probity in conjunction with the Derbyshire Association of Local Councils.
Members' Laptops	The successful roll out of laptops to Members and the provision of basic and intermediate training via the Human Resources Department to ensure that Members are more accessible to their constituents through electronic channels.
Arrangements for Good Corporate Governance	Code of Corporate Governance – The Code and Action Plan have been adopted by Council with the appointment of an Officer and Member Champion to ensure the principles of openness, integrity and accountability are embedded throughout the organisation. Licensing Procedure and Protocol – The Council has adopted this document to assist and protect Members during their involvement in the various stages of the licensing process. Members' Laptop Protocol – The Council has reviewed and amended the Protocol for the Use of Information Technology by Members of the Council to enable them to carry out their duties safely and more effectively.

Standards Committee	The Committee has introduced an Ethics and Probity Section on the website to raise the profile of the work it carries out. Council has also approved the appointment of a further 2 Independent Members, ensuring a majority of independents on the Committee to promote openness and transparency.
Constitution	The Constitution has been reviewed and amendments approved by Council to reflect changes to the Council's structures and responsibilities.
Land Charges	The Land Charges software has recently been upgraded. 100% of searches are completed within the 10 working day period, reflecting upper quartile performance. The Section is continuing to work towards implementing NLIS Level 3 which will provide, by electronic means, a one stop shop for land charges searches.
Democratic Services	The servicing of an increasing number of meetings, following the introduction of Alternative Arrangements, has represented an additional workload in the Section. This led to a temporary post being approved. However, this contract is due to end in March 2006.
Local Strategic Partnership	Formed to represent the public, private, community and voluntary sectors and involve them in the choices about services, local priorities and the preparation of a Community Strategy. The Constitution has been prepared in consultation with Legal Services and the LSP is serviced by Democratic Services.
Parish Councils	Regular quarterly meetings between the Council and its Parish Councils/Meetings have been established to deal with issues affecting both tiers of government. The meetings will improve communication and enable the development of a shared understanding of local priorities.
Members' Bulletin	The reintroduction of the Members' Bulletin on a monthly basis which is used to keep Members informed of developments throughout the Authority.
Full Council Review	The creation of a cross party Working Panel is reviewing the way in which Full Council operates, with an Action Plan for suggested proposals to be considered by all Members, who have been invited to present their initial views via completion of a questionnaire.
Corporate Newsletter	The creation of a cross party Working Panel to promote, design and assist in the delivery of the production of a quarterly newsletter, with the first two issues due to be published in the new year and the spring, improving the Council's communication with the inhabitants of the District.

TASKS AT RISK OF NON-DELIVERY DURING THE YEAR

The following table outlines tasks that are at risk of non-delivery, along with an explanation:-

ACTION	EXPLANATION
Annual Work Programmes for Policy Committees	Working Groups have been created to consider draft Work Programmes, assisted by the relevant Corporate Management Team Officer. Draft plans have to be considered by Committee in February to ensure implementation for the next municipal year.

2005/2006 PERFORMANCE INDICATORS

The table below shows the Best Value and Local Performance Indicators that relate to the services provided within this Division:-

No.	INDICATOR	Actual 2004/05	Target 2005/06	Estimated Outturn 2005/06
	Best Value Performance Indicators % of standard searches carried out in 10 working days	99	100	100
	Local Performance Indicators **Democratic Services**			
L.1	% of agendas despatched 5 clear days before meeting	100	100	100
L.2	% of decisions that are recorded accurately in Minutes	99	100	100
L.3	To provide public notice of all Council Meetings and make available agendas for the public	100	100	100
L.4	% of decision/action sheets issued within deadlines	100	100	100
L.5	To make Tree Preservation Orders within 5 working days of receipt	90	95	90
L.6	% of events where the Chair arrives punctually	100	100	100
L.7	% of civic invitations responded to within 5 working days	95	95	95
	Elections and Electoral Administration			
L.8	% of households returning the Electoral Registration Form	98.8	100	Dec 05
L.9	Compliance with prescribed election timetables	100	100	100
L.10	User satisfaction – lack of election petitions/complaints	Nil	Nil	Nil
	Legal Services			
L.11	% of draft legal agreements e.g. Deeds of Variation and Contracts sent out within 15 working days of receipt of proper detailed instructions	100	90	100
L.12	% of draft Agreements under S106 of the Town & Country Planning Act 1990 sent out to solicitors within 15 working days of receipt of proper detailed instructions	100	100	100
L.13	Within 25 working days of receipt of an initial instructing memorandum requesting the initiation of prosecution proceedings, to confirm to the instructing officer that their instructions are adequate or to advise what further information or action is required	90	90	90
L.14	% of written communications responded to within 10 working days	96	97	95
L.15	Issue of a Decision Notice to Appellant within 5 working days of a Licensing & Appeals Hearing	100	100	100
	Public Relations			
L.16	Increase press/media coverage of the services/functions undertaken by the Council to average 6 press releases per week while bearing in mind that preventing adverse publicity cannot always be measured	6	6	4

EMERGING ISSUES

♦ Members' Laptops – Development and amendment of current working practices to encourage greater reliance on electronic communication.

♦ Staffing Issues – In the last six months, 2 members of staff have resigned and another 2 have been absent due to long-term sickness. Service delivery has been maintained due to the dedication and hard work of the remaining team. The Division has recently recruited to 3 positions which will ensure the long-term achievement of our priorities and milestones.

IT and CUSTOMER SERVICES DIVISION
SERVICE PLAN 2005/2008

HALF YEARLY REPORT (SEPTEMBER 2005)

SERVICE DESCRIPTION

The IT and Customer Services Division has a corporate role providing Information Technology (IT) and Customer services to all directorates within South Derbyshire District Council.

IT is responsible for:
- Co-ordinating the use of IT and guiding the Council towards the corporate achievement of e-Government Targets
- Support and Maintenance of Council IT systems
- Support and Maintenance of Council Computer Infrastructure (e.g. servers, network, PC's, etc.)
- Telecommunications systems (including mobiles)

Customer Services is responsible for:
- Customer First Contact Centre including Main reception and switchboard
- Secretarial and administrative support
- Post distribution
- Corporate purchasing of stationery
- Customer complaints, Freedom of Information and Data Protection
- Printing Services

The Division is very active in Partnership working (e.g. Derbyshire Partnership, Derbyshire Consortium and the wider Regional Partnerships) as this enables results to be achieved that would not be possible if we worked alone. This gives us access to a wider range of expertise and helps to spread the risk of implementing new projects.

THE HALF YEAR IN CONTEXT

The past six months have presented many challenges for the IT and Customer Services Division. Customer Services has predominantly focused on moving the Customer First project forward, which has involved a radical re-organisation in the way the Council delivers its services. IT has continued replacing all our major IT systems and implementing the wide range of eGovernment projects across the Council.

IT

Because of limitations on the required IT resources (for officers and equipment) to implement an ever growing wide range of tasks, projects have had to be prioritised and some of the lower priority items have not been achieved.

Some projects have been delayed because of issues outside of our control (e.g. Revenues and Benefits system – note this has effected all members of the Consortium).

The following points describe the progress, opportunities and challenges faced:

- The highest priority of the IT Division is to make sure that South Derbyshire District Council has a stable IT infrastructure and working functional helpdesk, so enabling other divisions to focus on their objectives. The infrastructure and helpdesk have again performed to a high standard and no major issues have arisen. Evidently while providing such a service peaks and troughs will occur. The annual user satisfaction survey will be carried out later in the year.
- Within the Derbyshire partnership we continue to be the lead partner in the Customer Relationship Management area. Services have continued to be introduced into the Contact Centre.
- Integration between CRM, A to Z, website and back office systems has started.
- Infrastructure replacement has progressed (e.g. UNIX server).
- A seminar run for Members to demonstrate how they can make effective use of e-Government.
- A Content Management System has been implemented to manage our website. This enables each Divisions to take ownership of and to update their content on the website. The same functionality has been made available to some members.
- Balances and Benefits calculator for citizens available on our web site.
- Publicised the Benefits Calculator and website through BBC Radio Derby and their BBC Bus.
- The Audit Commission has carried out a comprehensive review of the IT Division.

CUSTOMER SERVICES

The following points describe the progress, opportunities and challenges faced:
- The cash office has been amalgamated with customer services and three staff have been assimilated into the role of customer service adviser.
- The opening hours for taking payments have been extended from 5 hours to 8 hours per day.
- Work on refurbishing the reception area and consolidating the reception points, commenced in September.
- We have carried out a systematic review of transactions in all service areas to identify the services more responsive to customer needs and, at the same time, streamlining service delivery. We are using a technique known as Business Process Re-engineering (BPR) and working with members of the Derbyshire Partnership to develop this technique.
- A workforce planning procedure has been developed that will identify any staff who are potentially affected by the changes and will provide a framework for future recruitment to customer services.
- A competency based assessment framework has been designed to aid training and development of the customer services staff
- We have reviewed our current complaints procedure and re-developed it to a Compliments, Comments and Complaints procedure – to encourage users to give their opinions on our policies and practices at any time;
- Central Government is preparing guidelines for a set of national customer service standards. As part of the Derbyshire Partnership we are currently developing a set of generic customer service standards which will be written in line with these guidelines
- A web editor was appointed in June who and since then we have launched our A-Z of services and completely re-designed our website to enable us to provide customers with additional choices of accessing Council services.

ACHIEVEMENTS

ACTION	OUTCOMES
IT	
Derbyshire Partnership IT2, IT3, IT4 and IT5 A to Z, Customer Relationship Management (CRM), Eforms and Geographical Information systems	After the initial implementation of these partnership projects the Council has started to use them to enhance our service delivery, concentrating mainly in the A to Z and CRM areas. Starting to look at the integration of the products to ensure only one source of information is used.
South Derbyshire District Council IT6 Web Site – Content Management System	The partnership approach has been continued. System went live in July 05. A more user friendly and effective website.
IT8 Financial Management System	Required interfaces are in place. Phase 2 of the Agresso system will look at the automation of order processing.
IT14 ePayments	Electronic balances available through the website August 05.
IT16 Year End	Successfully completed on time and with revised NNDR legislation changes.
IT26 Housing System	Ongoing support of interfaces.
IT27 Maintain and implement Interfaces between packages	No major issues, interfaces working as required.
IT IT18 UNIX server replacement	UNIX server replaced in April/May 05.
IT21 IT security	No major security issues have occurred. Even so security is an ongoing issue and needs to be continuously monitored.
IT23 IT Strategy	A new ICT Strategy will be presented to Finance and Management on 24th of November 05.
Customer Services	
CS1 Implement Customer Relationship Management System using a phased approach • Integrate services • General FAQ's to run in parallel with Front Office as an information provider • Reduce number of reception points from 5 to one • CRM systems fully integrated	Work on integrating services is ongoing. This year we have taken over telephone payments for council tax, housing rents and pest control. We are now the first point of contact for enquiries to property services and sports course bookings. Housing services are now processes mapped and set to go live. Work has commenced on reducing the receptions points from 5 to one and the General FAQ's are part of the A-Z of services that we launched in June.
CS2 Review complaints procedure Monitor of customer complaints (Corporate Governance Action Plan)	A new comments, compliments and complaints procedure has been approved and implemented. Monitoring of customer complaints is ongoing.
CS3 Write business and marketing plan for print room • Financial break even • Financial profit	The corporate image review has given the print room clear guidelines for producing printed literature. The print room is on target for a financial profit in 2005/06
CS4 Progress review of Corporate Image and implement	The review of our Image has been undertaken and will be launched in January 2006.
CS5 Review Support services including	This is part of an ongoing project in line with Gershon

post room, handling of post, distribution of post and verification framework	efficiencies. A project team has been selected and meeting on a monthly basis.
SD1 Crime and Disorder • Audit existing services and policies • Implement action plan	Ongoing.
SD2 Equal Opportunities and Diversity • Contribute to the development and implementation of the Corporate Equalities plan • Contribute to the development and implementation of the Race Equality Scheme	A training plan is in place to ensure all members of staff receive ongoing training.
Key Aims – Improving Services	
KA1 Achieve targets set in the 2004 IEG Statement for electronic service delivery	Covered in above tasks. Our 4th IEG statement was submitted in December 2004.
KA2 Continue to develop and implement plans for electronic service delivery	Covered in above tasks.

TASKS AT RISK OF NON DELIVERY DURING THE YEAR

ACTION	EXPLANATION
IT	
South Derbyshire District Council IT9 Revenues and Benefits System (via a consortium of 5 District Councils)	The consortium replacement of our existing legacy Revenues and Benefits system, with the Anite Pericles product, has been further delayed. The main issues being in the data conversion and product functionality. The current target is to go live at the start of the 06/07 financial year.
IT10 Document Image Processing	The resources required to move the project forward are currently unavailable. In tandem with Environmental Health we are trying to receive national project funding to overcome resource issues.
IT IT20 PC Audit	A PC Audit has been carried out. The results need to be reviewed and appropriate action taken.
IT22 IT Standards manual	As the Council is moving away from in house developed systems the IT Standards Manual will not be as relevant as in the past. Subsequently this will be a greatly reduced document that will link closely to the IT and IEG strategy.
IT24 Business Continuity Strategy	An IT Business Continuity strategy is in place, this needs linking into the overall Councils business continuity plans.
Customer Services	
CS6 Establish a baseline for satisfaction with Council Services • Questionnaires, customer focus group telephone survey • Produce report	Other priorities subsequently delayed to Mar 06.

Key Aims	
KA3 Improving Services Establish service standards for key service areas	Progress with the Derbyshire Partnership Customer Service Manager's group has been slowed down by forthcoming introduction of central government standards.

2005/2006 PERFORMANCE INDICATORS

INDICATOR	2004/05 (actual)	2005/06 (target)	2005/06 (estimated outturn)
BVPI 157 (eGovernment implementation %)	70.45%	100.00%	95.00%
BVPI 174 The number of racial incidents recorded by the authority per 100,000 of population	1.17	2.5	2.5
BVPI 175 The percentage of racial incidents that resulted in further action	100.00%	100.00%	100.00%
Local Performance Indicators			
Priority Service Outcomes	N/A	54	54
Overall Service Rating	75%	75%	85%
Network Availability (excluding maintenance)	95%	99%	99%
Deliver IT projects on time and in budget	70%	80%	75%
No enquiries handled at first point of contact	25%	40%	40%
Abandoned telephone calls	4%	6%	6%
Minimum % of calls answered in 20 seconds	80%	70%	80%
Print Room deliver all print requests on time	92%	90%	90%
Make a profit on print room services	100%	80%	80%
Support Services Process improvements	20%	30%	30%

EMERGING ISSUES

A high degree of staff turnover, within the IT Division, has occurred. The challenge to the new team is to continue providing the service to the required high level. In addition three posts in the IT Division are funded via the Implementing Electronic Government programme, this funding stops in March 06. If these positions are not continued then the current level of IT service provided for the Council will not continue. Subsequently service bids to make these positions permanent will be made.

CORPORATE SERVICES
(Incorporating Legal and Democratic Services)

QUARTERLY PERFORMANCE REPORT

July 05 – Sept 05

Produced by: Jan Middleton
Input from: David Clamp, Nigel Glossop, Kevin Stackhouse, Chris Swain and Andrea McCaskie

Distributed to: Jayne Jones and Frank McArdle

Showing number of indicators below, within 5% or on target for this quarter only
BVPI's

Bottom quartile   Median quartile   Top Quartile

BVPI INDICATOR SUMMARY SHEET ONLY

BVPI's only

This Quarter	Bottom quartile	Median quartile	Top Quartile
	5	9	8

Period	Amount of Indicators	Bottom quartile	Median quartile	Top Quartile
Sep-05	22	5	9	8
Oct-05				
Nov-05				
Dec-05				
Jan-06				
Feb-06				
Mar-06				
Apr-06				
May-06				
Jun-06				
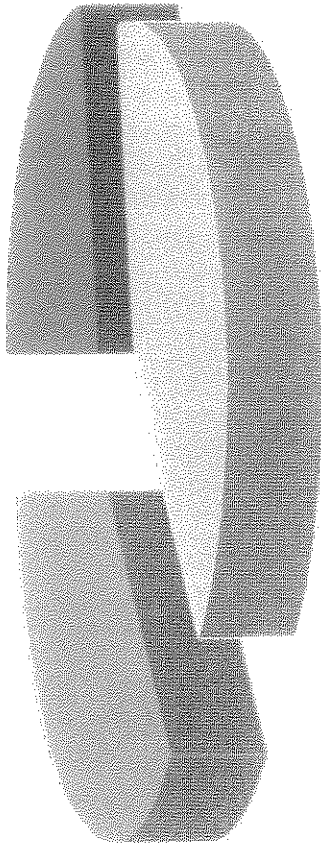
Comments:

We are looking to achieve at least 70% of all of our BVPI's within top quartile position by the end of 2006.
We forecast this against the top quartile positions

Currently Corporate Services have 77% of their BVPI's within the Top or Median quartile

This Quarter

	Below Target	Within 5% of target	On/Above target
	10	1	63

Period	Amount of Indicators	Below Target	Within 5% of target	On/Above target
Jun-05	64	9	0	55
Sep-05	64	10	1	53
Dec-05				
Mar-06				
Apr-06				
May-06				
Jun-06				
Jul-06				
Aug-06				
Sep-06				
Oct-06				
Nov-06				
Dec-06				
Jan-07				
Feb-07				
Mar-07				

Showing number of indicators below, within 5% or on target for this quarter only

Local PI's
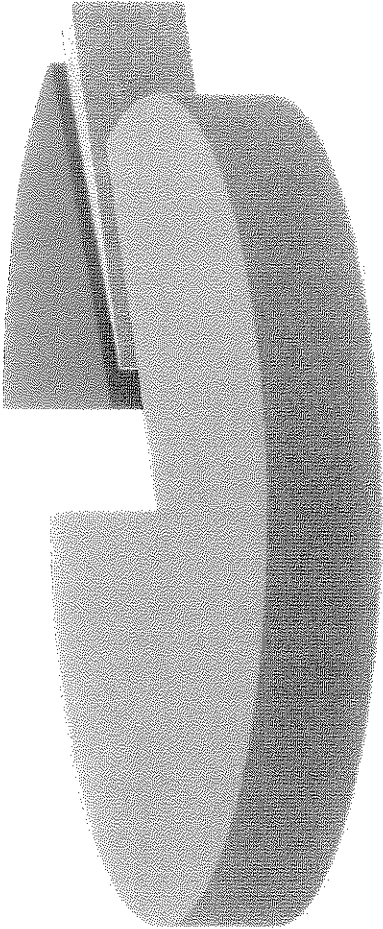
▩ Below Target	Within 5% of target · On/Above target

omments:

This is the second of the newly designed performance monitoring sheets. We welcome comments and improvements to this format.

Corporate Services is pleased to report positive second quarter performance and the pie shows how over 83% of our performance indicators (that have a target) are expected to achieve and exceed our expectations.

Attached is a full breakdown of our performance over the first six months of 2005-06. We have also forecasted our end of year position to the best of our knowledge and full commentary is provided where necessary.

Customer Services

Indicator	Description	2004/05 Out Turn	03/04 Comparison data	Target 2005/06	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	BVPI Quartile
BV174	No of racial incidents reported per 100,000 of population	1.17	N/A	2.5				0	0			Quarterly	On target		T
BV175b	% of racial incidents that resulted in further action	175	N/A	100%				0	0			Quarterly	On target		T
Local (CPM/CG)	Number of enquiries handled at first point of contact	25.00%	N/A	40.00%	26.00%	26.50%	26.50%	23.00%	26.33%			Monthly	On target	Overall target is to achieve 80% by 1st April 2007	
Local (SP)	Abandoned telephone calls	4.00%	N/A	6.00%	3.00%	4.20%	3.80%	3.83%	3.67%			Monthly	On target		
Local (SP)	Minimum % of calls answered within 20 seconds	80.00%	N/A	70.00%	91.00%	87.00%	90.00%	87.00%	89.33%			Monthly	On target		
Local (SP)	Print Room deliver all print requests on time	92.00%	N/A	90.00%	86.00%	91.00%	94.00%	93.33%	93.67%			Monthly	On target		
Local (CPM)	Establish Service Standards for use by all services	N/A	N/A	Mar-06								Annually	On target		
Local (CG)	Review customer complaints procedure	N/A	N/A	Mar-06					Hit target			Annually	On target	Completed	
BV157 (P) (CPM/CG)	Electronic Service Delivery	70.45%	T 72.0% M 62.99% B 50.30%	100%				84.00%	84.00%			Quarterly	Below target	Aspirational target set by ODPM. Aiming to achieve 95%. End of Nov will be 93%.	T
Priority Service Outcomes	Priority Service Outcomes	N/A	N/A	54				Grn 26 Amb 23 Red 5	Grn 28 Amb 21 Red 5			Quarterly	On Target		
Local (CG)	Video conferencing of Council Meetings	N/A	N/A	Mar-06								N/A	Missed Target	Service Bid unsuccessful	
Local (CG)	Provision of Information Kiosks	N/A	N/A	Mar-06								Annually	On Target	Kiosks being manufactured	
Local (CG)	Computer Disaster Recovery Policy	N/A	N/A	Mar-06								Annually	On-Target	Link into Business Continuity Project. Milestones achieved	
Local (SP)	Overall Service Rating	N/A	N/A	75%				75.00%	85.00%			Quarterly	On target	Annual survey carried out in Sept.	
Local (SP)	Network Availability (excluding maintenance)	N/A	N/A	97%	99.00%	99.00%	98.00%	99.00%	99.00%			Monthly	On target	Note: 26th Oct 1 switch down at 8:30 for 1 hour	

Indicator	Description	2004/05 Out Turn	03/04 Comparison data	Target 2005/06	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	BVPI Quartile
Local (CPM)	Improve Web Site	N/A	N/A	Mar-06								Annual	Hit Target	New Web site operational & Web Officer in post.	
Local (SP)	Deliver IT Projects on time and in budget	N/A	N/A	80%				75.00%	75.00%			Quarterly	On target		
IT & Customer Services															
Local (SP)	Sickness Absence	8.52 days	T 8.93 M / 10.30 B / 11.82	8 days				1.04 days	3.61 days			Quarterly	On Target	Two employees long term sickness absence	

Any indicator showing a red traffic light will have accompanying information and a corrective action will take place

KEY:

	On or above target
	Within 5% of target or improving
	Under target

SP = Service Plan Target
P=Priority BVPI
CPM=Corporate Plan Milestone
CG=Corp Governance Milestone

Indicator	Description	2004/05 Out Turn	03/04 C'parison data	Target 2005/06	July	Aug	Sep.	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
Statutory Finance															
Local (SP)	Production of Annual Statement of Accounts	N/A	N/A	Jul-05					Hit Target			Yearly	Hit Target	Completed within statutory deadline of 31st July 2005	
Local (SP)	Production of Whole Government Accounts	N/A	N/A	Nov-05								Yearly	On target	Statutory deadline of 30th November 2005	
Finance															
BV 8	Proportion of undisputed invoices paid within 30 days	86.17%	T 96.74% M 94.45% B 90.89%	100%	88%	93%	86%	91.30%	90.00%			Monthly	Under target	Aim to achieve top quartile of 97.5%	B
Local (SP)	Proportion of Payments paid electronically to Suppliers	63.00%	N/A	100%	83%	85%	86%	69.00%	86.00%			Monthly	Under target	ODPM/IEG target of 100% is aspirational. Aim to achieve 90+%	
Local (SP)	Average interest rate on short term investments above average 7 day rate	4.63%	N/A	4.375%				4.71	4.50%			Quarterly	On target	Above target	
Local (CPM)	3yr Financial Plan linked to Corporate Plan		N/A	Feb-06								Yearly	On target		
Local (SP)	External Opinion of Internal Audit	satisfactory	N/A	Mar-06								Yearly	On target	Review of IA planned to assess capacity.	
Local (CG)	Framework for Financing of Parish Councils		N/A	Mar-06								Quarterly	On target	Report to F&M & Parish Forum. Consultants appointed. Project Underway	
Local (SP)	Percentage of Annual Audit plan completed	90.00%	N/A	90.00%				N/A	40.00%			Quarterly	On target		
Local (CPM/CG)	Implement and update Risk Management Strategy		N/A	Mar-06								Annually	On Target	Detailed Review and training completed	
Property															
Local (CPM)	Develop Corporate Property Strategy		N/A	Mar-06								Annually	On Target		
Local (CPM)	Review Landholdings for tree planting		N/A.	Mar-06								Annually	On Target		
Local (CG)	Members Accomodation		N/A	Mar-06								Quarterly	On Target	Work well underway	
Local (SP)	Number of commercial properties let	90%	N/A	95%	94%	95%	96%	95%	95%			Monthly	On target		
General															
Local (SP)	Sickness Absence	8.52	T 8.93 M 10.30 B 11.82	8.00				2.38 days/7.46 days				Quarterly	On Target	One employee long term sick	

KEY:

[ ] On or above target
[ ] Within 5% of target or improving
[ ] Under target

SP = Service Plan Target
AO = Accountable Officer
CPM = Corporate Plan Milestone
CG = Corprate Governance Action Point

Any indicator showing a red traffic light will have accompanying information and a remedial action will take place

Indicator	Description	2004/05 Out Turn	03/04 C/parison data	Target 2005/06	Jul	Aug	Sep	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
Benefits															
BV78a (P)	Average number of days to process new benefit claims	15.3	T 31.0 M 38.4 B 46.3	30				22	24			Quarterly	On target		T
BV78b	Average number of days to process changes in circumstances	3.5	T 7.2 M 9.7 B 13.0	10				5	7			Quarterly	On target	Target is more than Performance standard because of Pericles	T
BV79a	Accuracy in processing benefits	97.40%	T 99.0% M 98.0% B 96.80%	96%				96.80%	97.60%			Quarterly	On target	Target is less than Performance standard because of Pericles	M
BV79b	Percentage of Benefit overpayments recovered	No data	T 55.90% M 47.26% B 39.32%	No data								No data	No data	Unable to measure because of software	B
Fraud Investigation															
BV76a	Number visited/1000 cases	72.90	T200.00 M200.00 B 64.11	75				48.9	48.20			Quarterly	On target		M
BV76b	Number of investigators/1000 cases	0.53	T 0.46 M 0.35 B 0.26	1				0.6	0.6			Quarterly	On target		T
BV76c	Number of investigations/1000 cases	48.60	T 64.70 M 41.45 B 32.87	50				7.2	7.2			Quarterly	Under target	Nature of investigations governs number undertaken	B
BV76d	Number of Prosecutions/1000 cases	3.50	T 5.83 M 3.37 B 1.77	3				1.1	0.2			Quarterly	On target	Nature of investigations governs number undertaken	B
GENERAL REVENUES/BENEFITS															
BV9 (P)	CTAX Percentage in year collection	98%	T 98.50% M 98.0% B 97.20%	97.00%				31.85%	60.25%			Quarterly	On target	Target is less than BVPT top quartile due to Pericles	M
BV10(P)	NNDR Percentage in year collection	98%	T 99.12% M98.77% B 98.00%	97.00%				30.63%	63.81%			Quarterly	On target	Target is less than BVPT top quartile due to Pericles	M
Local (SP)	Sickness Absence	8.52	T 8.93 M 10.30 B 11.82	800%				0.47	0.96			Quarterly	On Target		
Local (SP)	Implement new Revenues and Benefits System		N/A	Jun-06								Quarterly	On target	Key Milestones achieved	
Local (SP)	Verification Framework Implemented	N/A	N/A	Jul-05					Hit Target			Quarterly	Hit Target	Verification framework now in operation	

KEY:

On or above target
Within 5% of target or improving
Under target

(P) = Priority BVPI
SP = Service Plan Target

Human Resources

Indicator	Description	2004/05 Out Turn	03/04 C'parison data	Target 2005/08	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
Local (SP)	Sickness Absence Human Resources	8.52	T 8.93 M 10.30 B 11.82	8				1.27 days	1.27 days			Quarterly	On target		
BV12(P)	Corporate Sickness Absence	8.52	T 8.93 M 10.30 B 11.82	8				2.1 days	4.03 days			Quarterly	Under target	Trigger points are established by HR with interventions to support Managers	T
BV11a	% Top 5% Earners Women	16.67%	T 26.69% M20.00% B 14.70%	23%				27.00%	23.53%			Quarterly	On target		M
BV11b	% Top 5% Earners BME grp	0.00%	T 2.20% M 0.00% B 0.00%	6.00%				0.00%	0.00%			Quarterly	Under target	Recruitment website provides direct links onto dedicated sites that include BME groups.	M
BV11c	% Top 5% Earners disabled	no data	N/A	6.00%				0.00%	0.00%			Quarterly	Under target	The Council has recently achieved the Disability Two ticks symbol and this will be used on all recruitment material. Recruitment website provides direct links onto dedicated sites that include BME groups	B
BV14(P)	% Early retirements	0.00%	T 0.14% M 0.48% B 1.02 %	0.30%				0.30%	0.00%			Quarterly	On target		M
BV15(P)	% Ill health retirements	0.00%	T 0.00% M 0.34% B 0.61%	0.30%				0.00%	0.00%			Quarterly	On target		T
BV16a	% Employees disabled	3.16%	T 4.11% M 2.76% B 1.72%	3.80%				3.16%	3.50%			Quarterly	On target		M
BV17a	% Employees BME Group	0.86%	T 2.4% M 1.2% B 0.5%	1.20%				0.86%	0.96%			Quarterly	On target		M
Local (SP)	Corporate training	607.00	N/A	1044				65 days	154 days			Quarterly	Under target	Number of learning events planned until the end of year - estimate to achieve 70% of original target	
Local (CPM/CG)	Develop People Strategy		N/A	Mar-06								Annually	On target	Key milestones achieved	
Local (CPM/CG)	Establish Management Development Programme		N/A	Mar-06								Annually	On target	Key milestones achieved/Pilot programme commenced in Housing services	
Local (CPM)	Single Status		N/A	Apr-07								Annually	On target	Key milestones achieved	
Local (CPM/CG)	Employee Survey		N/A	Mar-08								Annually	On target	Determine Action plan from survey	
Local (SP)	Labour Turnover	10.79%	No data	8%				1.43%	5.17%			Quarterly	Over target	Exit interviews continue to be reviewed and any trends or issues addressed	

Indicator	Description	2004/05 Out Turn	03/04 C/parison data	Target 2005/06	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
Local (CG)	Member Development Charter			Mar-06								Annually	On target	Charter adopted by Council on 11th August	
Local (CG)	IIP Re-accreditation			Mar-06								Annually	On target	Completed and IIP award retained	
Local (CG)	Review Officer Code of Conduct			Mar-06								Annually	On target		

Any indicator showing a red traffic light will have accompanying information and a corrective action will take place

KEY:

On or above target
Within 5% of target or improving
Under target

SP = Service Plan Target
CPM=Corporate Plan Milestone
CG= Corporate Governance
(P)= Priority BVPI

Legal and Democratic Services

Indicator	Description	2004/05 Out Turn	03/04 C/parison data	Target 2005/06	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
BVPI 179	% of standard searches carried out in 10 working days	98.93%	T 100.00% M 99.47% B 93.28%	100.00%				100.00%	100.00%			Quarterly	On target		T
Local (SP)	% of agendas despatched 5 clear days before meeting	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	% of decisions that are recorded accurately in Minutes	99.00%		100.00%					100.00%			Quarterly	On target		
Local	To provide public notice of all Council Meetings and make available agendas for the public	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	% of decision/action sheets issued within deadlines	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	To make Tree Preservation Orders within 5 working days of receipt	90.00%		95.00%					90.00%			Quarterly	Below Target	Resignation of 2 key members of staff which will be replaced by Dec 05 resulting in target being met by 4th quarter	
Local (SP)	% of events where the Chair arrives punctually	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	% of civic invitations responded to within 5 working days	95.00%		95.00%					95.00%			Quarterly	On target		
Local (SP)	% of households returning the Electoral Registration Form	98.80%		100.00%					0.00			Annually		The register will be published in December 05 after which the target can be completed	
Local (SP)	Compliance with prescribed election timetables	100.00%		100.00%					100.00%			Annually	On target		
Local (SP)	User satisfaction - lack of election petitions/complaints	0.00		0.00					0.00			Annually	On target		
Local (SP)	% of draft legal agreements e.g. Deeds of Variation and Contracts sent out within 15 working days of receipt of proper detailed instructions	100.00%		90.00%					100.00%			Quarterly	On target		
Local (SP)	% of draft S106 Agreements under sent out to solicitors within 15 working days of receipt of detailed instructions	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	Within 25 working days of receipt of detailed instructions to confirm whether instructions are adequate or to advise what further information or action is required to initiate prosecution proceedings	75.00%		90.00%					90.00%			Quarterly	On target		
Local (SP)	Written communications responded to within 10 working days	96.00%		97.00%					95.00			Quarterly	Below target	One member of staff returned from Maternity leave in Sept 05 and another will commence employment in Nov 05 resulting in target being met by 4th quarter.	
Local (SP)	Issue of Decision Notice to Appellant within 5 working days of a Licensing & Appeals Hearing	100.00%		100.00%					100.00%			Quarterly	On target		
Local (SP)	Number of press releases issued per week (bearing in mind that preventing adverse publicity cannot always be measured)	6.00		6.00					4.00			Quarterly	Below target	Long term sickness absence resulted in no cover in the Public Relations office. Alternative arrangements adopted in relation to the issue of press releases - phased return to work now being implemented.	

Indicator	Description	2004/05 Out Turn	03/04 Comparison date	Target 2005/06	July	Aug	Sept	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Collection Cycle	Forecast	Comments	Quartile
Local (CP)	Initiate annual work programmes for Policy Committees			Mar-06								Annually	On target	Each Policy Committee review is being lead by the relevant CMT Member. Work Programme produced to assist delivery of project.	
Local (CP)	Review the way in which Full Council operates			Mar-06								Annually	On target	Working Panel established. Terms of Reference agreed. Report to Special Council envisaged December 05.	
Local (CP)	Publish Code of Corporate Governance and report annually on compliance			Aug-05								Annually	Hit target	Code adopted - published August 05	
Local (CP)	Establish arrangements for assisting the Council's representatives on outside bodies/organisations to provide feedback to Council on meetings and matters arising			Mar-06								Annually	On target		
Local (CG)	Production and distribution of quarterly newsletter			Mar-06								Annually	Under target	Due to long term sickness absence the initial 2 quarterly newsletters could not be produced. Issues 1 and 2 are anticipated by March 06.	
Local (CG)	Adoption and implementation of Licensing Protocol and Procedure			Aug-05								Annually	Hit target	Protocol and Procedure adopted and implemented August 05	
Local (CG)	Review of Council Constitution			Aug-05								Annually	Hit target	Review of Constitution and amendments approved by Council in August 05.	

Any indicator showing a red traffic light will have accompanying information and a corrective action will take place

KEY:

| On or above target |
| Within 5% of target or improving |
| Under target |

SP = Service Plan Target
CPM=Corporate PlanMilestone
CG= Corportae Govrernance
(P)= Priority BVPI