

11 July 2006

Our Ref. PARC 7/06

Your ref:

Contact: Nigel Schofield

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To: The Chairman and Members of the Performance, Audit and Review Committee:

Councillors: J. M. Cunningham (Chairman), D. Miller (Vice-Chairman), Monica Bloxham, A.F. Hunter, Marilyn Kirkland, David Levett, Bernard Lovewell, L. McNamara, L. Oliver, Diane Proudlove, Deepak Sangha, Derek Sheard, Mrs C.P.A. Strong and M.E. Weeks.

Substitutes: (Councillor Liz Beardwell)

You are invited to attend a meeting of the

## **PERFORMANCE, AUDIT AND REVIEW COMMITTEE**

to be held in

**COMMITTEE ROOM 1,  
COUNCIL OFFICES, GERNON ROAD,  
LETCWORTH GARDEN CITY**

on

**20 JULY 2006**

at

**7.30 p.m.**

Yours sincerely,



David Miley  
Democratic Services Manager

**AGENDA**  
**PART 1**

<b>ITEM</b>	<b>PAGE</b>
<b>1. APOLOGIES FOR ABSENCE</b>	-
<b>2. MINUTES</b> To take as read and approve as a true record the Minutes of the meetings held on 22 June 2006.	-
<b>3. NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chairman will decide whether the item(s) raised will be considered.	-
<b>4. DECLARATIONS OF INTEREST</b> To receive from Members of the Committee any declarations of interest in respect of any business set out in the agenda. Members should either declare a prejudicial or personal interest and are required to notify the Chairman of the nature of any interest declared. Members declaring a prejudicial interest should leave the room and not seek to influence the decision during that particular item of business. Also to receive advice from any Member of this Committee concerning a party whip direction.	-
<b>5. PUBLIC PARTICIPATION</b> To receive petitions, comments and questions from members of the public. At the time of producing the agenda none have been received.  Any other public participation requests received within the agreed time will be notified to Members as soon as practicable.	-
<b>6. PERFORMANCE, AUDIT AND REVIEW COMMITTEE – ANNUAL REPORT FOR 2005 - 2006</b> THE CHAIRMAN OF THE PERFORMANCE, AUDIT AND REVIEW COMMITTEE This report will be in the format of an oral presentation. A written version of the report will be made available as soon as possible.	<b>1</b>
<b>7. THE CORPORATE PLAN: 2005 – 2015 UPDATE</b> REPORT OF THE CHIEF EXECUTIVE This report is 'to follow'.	<b>3</b>

<b>ITEM</b>		<b>PAGE</b>
<b>8.</b>	<b>2005 STAFF SURVEY – KEY FINDINGS AND PROPOSED ACTION PLAN</b> REPORT OF THE CHIEF EXECUTIVE <i>To allow PARC review the findings of the 2005 Staff Survey and review the Action Plan.</i>	<b>5</b>
<b>9.</b>	<b>HIGH LEVEL PERFORMANCE INDICATORS - MAY 2006</b> REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE <i>To provide PARC with an update on the current progress in meeting the targets for the High Level Performance Indicators during May 2006.</i>	<b>15</b>

Dates of future meetings of PARC in 2006/07:

7 September 2006  
12 October 2006  
7 December 2006  
25 January 2007  
22 March 2007  
19 April 2007

**PERFORMANCE, AUDIT AND REVIEW COMMITTEE**  
**20 July 2006**

<b>PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b> <b>6</b>
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**TITLE OF REPORT: PERFORMANCE, AUDIT AND REVIEW COMMITTEE – ANNUAL REPORT FOR 2005 – 2006**

THE CHAIRMAN OF THE PERFORMANCE, AUDIT AND REVIEW COMMITTEE

This report will be presented in an oral presentation. A written version of this report will be made available as soon as possible.

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<b>PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b> <b>7</b>
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**TITLE OF REPORT: THE CORPORATE PLAN: 2005 –2006 UPDATE**

REPORT OF THE CHIEF EXECUTIVE

This report is 'to follow'.

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**TITLE OF REPORT: 2005 STAFF SURVEY KEY FINDINGS & PROPOSED ACTION PLAN**

REPORT OF THE CHIEF EXECUTIVE

**1. PURPOSE OF REPORT**

- 1.1 To highlight the key findings from the 2005 Staff Survey
- 1.2 To gain endorsement of the proposed actions following the 2005 Staff Survey.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation and a key decision and has not been referred to in the forward plan.

**3. BACKGROUND**

- 3.1 North Hertfordshire District Council conducted a staff survey in December 2005. In total 265 employees completed the 2005 staff survey, a response rate of 58%. This equals the response rate received from the 2003 Staff Survey. To ensure comparability of results, the 2005 Staff Survey used the same methodology as the 2003 survey and included the majority of the same questions. To minimise the cost of the exercise, North Hertfordshire District Council worked in partnership with Hertsmere Borough Council, rather than outsource the work to an external consultant. The 2003 Staff Survey cost £11,500 while the only costs incurred in 2005 were in officer time. This reciprocal arrangement was instigated by the Staff Consultation Forum and was possible due to both councils using the same consultation software package. This approach was extremely effective and will be used for future Staff Surveys.
- 3.2 There were many positive indicators about areas which staff felt had improved since the previous survey in 2003 and these are highlighted in the table below:

Issue	Performance in 2005 Staff Survey
Overall satisfaction with present job	Level of satisfaction with present job has increased from 68% in 2003 to 77% in 2005.

Satisfaction with the Comments, Compliments and Complaints Procedure	Level of agreement rose for all statements about the council's 3c's procedure. Agreement that the 3cs procedure is well run rose from 50% in 2003 to 58% in 2005. Staff understanding of the 3c's procedure rose from 59% in 2003 to 65% in 2005. Finally agreement that the 3c's procedure meets my customer needs rose from 47% in 2003 to 52% in 2005.
Satisfaction levels with immediate line manager	Level of agreement for all 15 statements regarding immediate line manager increased in the 2005 survey. Compared with 2003, the statements showing the greatest increase in level of agreement were 'gives me feedback on how I am doing', 'gives me credit if I've done a good job' and 'listens to my ideas', which all rose by 11%.
Satisfaction with opportunity for career development	Satisfaction with the opportunity for career development has increased from 36% in 2003 to 44% in 2005.
Satisfaction with basic pay	Satisfaction with basic pay has increased from 46% in 2003 to 61% in 2005. This increase has resulted from the effective completion of the job evaluation process.
Satisfaction with training and development	Satisfaction with training and development increased for staff in their current work and also in terms of their future career development. Satisfaction with training provided for current job increased from 61% in 2003 to 70% in 2005 while satisfaction with training for career progression rose from 48% to 58%.
Receiving regular, yearly appraisals	Satisfaction with receiving regular, yearly appraisals rose from 61% in 2003 to 72% in 2005.
Receiving praise for good work	Satisfaction with receiving praise for good work rose from 55% in 2003 to 66% in 2005.

- 3.3 The staff survey highlighted certain areas of development, which are detailed in the box below.

Issue	Performance in 2005 Staff Survey
Communication between different directorates	In 2003, 12% of staff agreed that communications are good between different directorates, while in 2005 the figure is 18%. 22% of staff responding to the survey disagreed with this statement. Although agreement levels have increased with this statement, improvements still need to be made in this area.
Office accommodation	Levels of satisfaction dropped for 11 out of the 17 elements in the workplace. Satisfaction with the provision of meeting rooms dropped from 58% in 2003 to 39% in 2005. Satisfaction with the provision of quiet working areas dropped from 53% in 2003 to 49% in 2005 and satisfaction with the provision of filing and storage facilities dropped from 57% in 2003 to 52% in 2005.
Awareness of <a href="mailto:service@north-herts">service@north-herts</a>	38% of staff understand what the Customer Relationship Management system is while 30% do not.
Handling of difficult customers	28% of staff would like more training on handling difficult customers

#### 4. 2005 STAFF SURVEY ACTION PLAN

- 4.1 As part of the 2005 Staff Survey action planning process, a corporate action plan has been developed as well as local service area action plans. The corporate action plan (detailed in Appendix A) has been developed by key members of staff against the areas of development detailed in point 3.3 above. Heads of Service, with ten or more of their staff completing the survey were responsible for the production of local service area action plans. All Heads of Service plans have now been produced and copies have been sent to Human Resources for reference.
- 4.2 To maximise the effectiveness of the action setting process and to ensure that actions are delivered, action plans will need to be regularly monitored. The Corporate Action plan will be monitored through a combination of CMT, Joint Staff Consultative Committee (JSCC), Staff Consultation Forum (SCF) and PARC. The Corporate Action Plan will be monitored on a six-monthly basis through CMT, annually by PARC and on regular intervals in both JSCC and SCF. Monitoring should continue until the next staff survey is carried out in 2007. Heads of Service plans will be monitored via the team meeting process and also by Human Resources.

- 4.3 To ensure future staff engagement in staff surveys it is essential that the key corporate actions from the Staff Survey be widely publicised to staff. This will be achieved through a combination of articles in NHDC News, Team Brief and feedback to staff via the JSCC and SCF. A section has also been set up within the consultation pages on the Intranet specifically for the Staff Survey 2005. Publicity must be completed by August 2006 to ensure continued involvement from staff in the process.

## **5. LEGAL IMPLICATIONS**

- 5.1 Regard has been given throughout the process to confidentiality and the Data Protection Act 1998. Profiles were only available to Managers where responses have been received for 10 or more individuals.

## **6. FINANCIAL AND HUMAN RESOURCE IMPLICATIONS**

- 6.1 Funding required for projects within the action plan will be paid for from existing budgets. Actions relating to office accommodation may require additional revenue or capital investment, this will be addressed as part of the Service & Financial Planning process.

## **7. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS (if appropriate)**

- 7.1 Not applicable

## **8. CONCLUSIONS**

- 8.1 The 2005 Staff Survey has been extremely successful with many positive messages coming out from the survey compared with 2003. This is particularly pleasing in light of the fact that the council has been through organisational change and job evaluation since the 2003 survey. Two more positives from the survey were the response rate and the cost for running the survey. The response rate of 58% was extremely high for a district council survey, while the cost for the exercise was restricted to only officer time due to North Hertfordshire District Council working in partnership with Hertsmere Borough Council for the 2005 Staff Survey process. This approach saved the council in the region of £11,500.

## **9. RECOMMENDATIONS**

- 9.1 PARC endorse the 2005 Staff Survey Action Plan as detailed in Appendix A
- 9.2 PARC endorse the monitoring procedure for the 2005 Staff Survey as detailed in point 4.2 above

## **10. REASONS FOR RECOMMENDATIONS**

- 10.1 The action planning process and implementation of agreed action are essential for the success of the Staff Survey consultation exercise. It is envisaged that the Council will conduct Staff Surveys on a biennial basis. Implementation of the actions attached as Appendix A is essential for maintaining engagement and avoiding scepticism of future staff survey work.

## **11. ALTERNATIVE OPTIONS CONSIDERED**

11.1 Not applicable.

## **12. APPENDICES**

12.1 Appendix A – 2005 Staff Survey Action Plan

12.2 Appendix B – A sample of the questions used in the 2005 Staff Survey

## **13. CONTACT OFFICERS**

13.1 All Staff

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## **14. BACKGROUND PAPERS**

14.1 Staff Survey Written Report (Available on request)

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Problem	Solution	Target	Lead Officer	Target Date	Progress
<p><b>Communications</b></p> <p><b>Only 18% of staff agree that Communications are good between different directorates</b></p>	<p>Communications Group to be set up to develop cross-directorate working and sharing of information.</p>	<p>Communications Group to ensure that key directorate messages are fed into NHDC News, Outlook and local press. Group to meet every 8 weeks.</p>	<p>Head of Communications</p>	<p>March 2006 for set up of Communications Group</p>	<p>Ongoing</p>
	<p>Regular feature in NHDC News and Local Brief entitled "Its up to you."</p>	<p>NHDC News feature to encourage staff to share their directorate news/achievements with all staff.</p>	<p>Head of Communications</p>	<p>June 2006 for set up of "Its up to you" Team Talk feature</p>	
	<p>Directorate updates pages on the Intranet</p>	<p>Directorate pages to be set up to promote the work and achievements of each directorate and to share news of upcoming events</p>	<p>Head of Communications</p>	<p>July 2006 for set up of Intranet pages</p>	

<p><b>Customer Care</b></p> <p><b>40% of staff would like to see a council wide training programme in Customer Care</b></p> <p><b>28% of staff would like more training on Handling Difficult Customers</b></p> <p><b>38% of staff understand what the Customer Relationship Management System is while 30% do not.</b></p> <p><b>Only 33% of staff feel that there is a real commitment from elected members to achieve 'Putting People First Standards.'</b></p>	<p>Develop a bid for the next Financial year for council wide training with learning and development</p> <p>Provision of handy reference guide for staff supported by roll out of new training programme. Customer Care Champions User Group to support training programme as required</p> <p>Establishment of new intranet page dedicated to the Customer Service Centre with latest news and information, as well as a brief newsletter for all staff. Drop in open days also planned for June and July showing service-based demonstrations</p> <p>Create opportunity for exposure from members to comment on the Putting People First Standards</p>	<p>Improved level of awareness and understanding of customer service good practice.</p> <p>Staff feel able to deal with difficult customers through reference guide and additional training programme</p> <p>Measure staff awareness via an intranet survey in November 2006 and again in the next staff survey in December 2007.</p> <p>Increased awareness level and scoring of commitment in next survey</p>	<p>Customer Services Manager</p> <p>Customer Services Manager</p> <p>Customer Services Manager</p> <p>Customer Services Manager</p>	<p>Next Staff Survey</p> <p>Six monthly updates via Intranet Survey until the next Staff Survey</p> <p>Six monthly updates until the next Staff Survey</p> <p>Next Staff Survey</p>	
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<p><b>Office Accommodation</b></p> <p><b>Only 39% of staff are satisfied with the provision of meeting rooms at the council. This is a satisfaction decrease of 19% compared with the 2003 survey.</b></p> <p><b>Staff who were dissatisfied with office accommodation complained mostly about cramped accommodation</b></p> <p><b>Staff raised concerns about departments being split over more than one location</b></p>	<p>Provision of additional meeting areas.</p>	<p>Additional provision of meeting space as part of office relocation plan.</p>	<p>Property Services Manager</p>	<p>October 2006</p>	<p>Relocation project underway and meeting facilities identified.</p>
	<p>More effective management of existing meeting areas</p>	<p>A review of the room booking arrangements.</p>	<p>Property Services Manager</p>	<p>October 2006</p>	<p>Will follow on once facilities are available</p>
	<p>Revised office layouts as part of office relocation programme</p>	<p>Improved office layout and reduction in office overcrowding</p>	<p>Property Services Manager</p>	<p>October 2006</p>	<p>Relocation project underway and new office layouts identified</p>
	<p>Review of on-site office storage as part of document management programme</p>	<p>Part of minimum standards linked to document management processes</p>	<p>Head of Customer Services</p>	<p>March 2007</p>	<p>Awaiting scoping exercise</p>
	<p>Consolidation of council operations into one main office facility</p>	<p>Interim work on consolidation through reduction in staff in outreach facilities</p>	<p>Property Services Manager</p>	<p>October 2006</p>	<p>Part of relocation project with consolidation of more staff in two main offices</p>
		<p>Adoption of office accommodation strategy and its implementation</p>	<p>Head of Financial Services</p>	<p>July 2006</p>	<p>Awaiting final data before office accommodation strategy is put forward for adoption</p>

<p><b>Departments who have the most contact with the public located furthest from reception areas</b></p>	Single reception service at location with most customer visitors	Single reception and relocation of customer focussed services	Property Services Manager	October 2006	Part of relocation project underway
	Establishment of Customer Service Centre	Adoption of Customer Service Centre	Head of Customer Services	October 2006	Part of <a href="mailto:services@north-herts">services@north-herts</a> project underway
<p><b>Poor satisfaction with the general appearance and cleanliness of the buildings</b></p>	Refurbishment of offices	Completion of refurbishment programme as part of office relocation project	Property Services Manager	October 2006	Part of office relocation project
		Introduce office redecoration programme	Property Services Manager	December 2006	Part of 2007/08 Service & Financial Planning Process
	Improvement in quality standards of cleaning	Property Services to ensure contract standards are delivered and standards improved	Property Services Manager	August 2006	Ongoing and issue linked to decoration, overcrowding and storage problems

<p><b>Equal Opportunities</b></p> <p><b>Fewer staff feel they have been subjected to inappropriate behaviour than in previous surveys however in line with the core values, equalities remains an area of significant importance..</b></p>	<p>An E learning, Equalities training package is to be rolled out as core training for all staff.</p> <p>The Dignity at work Policy will be reviewed and re-launched.</p> <p>When policy is relaunched trained volunteer employee supporters will be available to support both formal and informal action to correct inappropriate behaviour.</p>	<p>All staff have a good understanding of the equalities legislation, the role they play in it and how it relates to them</p> <p>Policy re-launched and changes communicated to all staff.</p> <p>Supporters coached on changes to policy and their role.</p>	<p>Head of Human Resources.</p> <p>Head of Human Resources.</p> <p>Head of Human Resources</p>	<p>July 2007</p> <p>October 2006</p> <p>October 2006</p>	<p>Approach agreed at the Corporate Diversity Steering group and research into a suitable package is underway.</p> <p>Under research and to use the observations from recent cases, investigator training and supporters training</p>
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## **A SAMPLE OF THE QUESTIONS USED IN THE 2005 STAFF SURVEY**

The 2005 Staff Survey included questions on the following issues:

- Working at NHDC
- Satisfaction with job factors
- Training & Development
- Information Provision
- Communications
- Line Management
- Senior Management
- Office Accommodation
- Customer Care
- Strategic Objectives

Detailed below is a selection of the questions used for each of these issues.

### **Working at NHDC**

**Q** How would you rate NHDC as a place to work compared with other organisations that you know or have heard about?

**A** One of the worst / below average / average / above average / one of the best / no opinion

**Q** Please indicate which of these statements comes closest to describing your own views on working at NHDC?

**A** I am not really interested in NHDC, it's just a job / I like to know what's going on in NHDC but I don't really want to get involved / I like to know what's going on in NHDC and would like to become more involved / I like to know what's going on in NHDC and am already involved

**Q** I feel proud to work for NHDC

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / no opinion

### **Satisfaction with job factors**

**Q** Below is a list of things that a job may offer. Firstly, please indicate how satisfied or dissatisfied you are with each of these factors in your job? List included interesting work, basic pay, job security, flexible working hours, office accommodation, opportunity for career progression etc.

**A** Very satisfied / fairly satisfied / neither satisfied nor dissatisfied / fairly dissatisfied / very dissatisfied / don't know

### **Training and Development**

**Q** The training and development the Council provides is useful for my current work and responsibilities.

**A** strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / no opinion

**Q** I am given the opportunity to put into practice what I have learnt at training courses.

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / no opinion

### **Information provision**

**Q** Different organisations have different ideas about giving out information on the organisation to their employees. Which of these would you say is the way NHDC does it?

**A** Keeps us fully informed / keeps us fairly informed / gives us only a limited amount of information / doesn't tell us anything at all / don't know/no opinion

**Q** When NHDC puts out information to employees, how do you feel about it?

**A** You can always believe it / you can usually believe it / you can believe it half the time / you can seldom believe it / you can never believe it / don't know / no opinion

### **Communications**

**Q** Communications are good within my team / department

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

**Q** I feel well informed of Council-wide decisions and the reasons behind them

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

**Q** There is not enough opportunity for employees to let NHDC know how they feel about things that affect them and their work

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

### **Line management**

**Q** Listed below are a number of statements that could be used to describe your immediate line manager, ie the person to whom you report. Please indicate how often these apply, if at all. Statements included, is approachable, is open and honest, keeps me in touch with what is going on, gives me credit if I've done a good job etc

**A** Always applies / usually applies / sometimes applies / rarely applies / never applies / don't know

### **Senior management**

**Q** Senior management have a clear vision of where the council is going

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

**Q** I have confidence in the senior management of this organisation

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

### **Office accommodation**

**Q** How satisfied are you with the following elements in your workplace? Elements included provision of meeting rooms, provision of quiet working areas, your personal space in your workplace etc

**A** Very satisfied / fairly satisfied / neither satisfied nor dissatisfied / fairly dissatisfied / very dissatisfied

### **Customer Care**

**Q** I understand how Customer Relations Management (CRM) relates to my job

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know /no opinion

**Q** I feel the council needs to offer more customer care training

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know /no opinion

### **Strategic Objectives**

**Q** Listed below are the strategic objectives for NHDC. How important are these objectives to you?

**A** Very important / fairly important / neither important nor unimportant / fairly unimportant / not at all important

**Q** I feel that the work that I do at the council contributes towards the strategic objectives listed.

**A** Strongly agree / tend to agree / neither agree nor disagree / tend to disagree / strongly disagree / don't know

<b>PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b> <b>9</b>
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**TITLE OF REPORT: HIGH LEVEL PERFORMANCE INDICATORS - MAY 2006**

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS & PERFORMANCE

**1. SUMMARY**

- 1.1 To update PARC on the current progress in meeting the targets for the High Level Performance Indicators during May 2006 as attached in Appendix A.
- 1.2 This is the second report of the High Level Indicators for 2006/07. Appendix A, detailing the performance results, has been revised from previous years. All the data is cumulative from 1 April 2006 and together with profiled targets should make analysis more meaningful.

**2. FORWARD PLAN**

- 2.1 This report does not recommend a key decision and has not been referred to in the Forward Plan.

**3. BACKGROUND**

- 3.1 In March 2006 PARC agreed that nineteen (including sub-sets) High Level Performance Indicators should be monitored on a monthly basis throughout 2006/7. Indicators at red or amber status should be highlighted at Corporate Management Team where a Rescue Recovery Package would be agreed if considered appropriate. The performance indicator would then be reported to PARC with details of the progress towards meeting the performance target.
- 3.2 This report was presented to CMT on 27 June 2006.
- 3.3 There is one current 'rescue recovery plan' for BV183b 'The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need'. September 2005 PARC requested that details of progress of the plan be presented to PARC on a quarterly basis.

**4. TRAFFIC LIGHT STATUS AT THE END OF MAY 2006**

- 4.1 At the end of May 2006 the High level Indicator status was as follows:

<b>April</b>	<b>May</b>
Ten indicators at status green	Ten indicators at status green
Five indicators at status amber	Five indicators at status amber
Four indicators at status red	Four indicators at status red

4.2 The performance results and commentary can be found at Appendix A.

## **5. LEGAL IMPLICATIONS**

5.1 None.

## **6. FINANCIAL AND RISK IMPLICATIONS**

6.1 None.

## **7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS**

7.1 None.

## **8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS (if appropriate)**

8.1 Not applicable.

## **9. RECOMMENDATIONS**

9.1 That PARC notes the status of the High Level Indicators during May 2006.

9.2 That PARC notes areas of under-achievement as well as good performance.

## **10. REASONS FOR RECOMMENDATIONS**

10.1 The recommendation(s) contained within paragraph 9 are made in accordance with the declared policy of the Council.

## **11. ALTERNATIVE OPTIONS CONSIDERED**

11.1 Not applicable

## **12. APPENDICES**

12.1 Appendix A - Details of the High Level Performance Indicators – May 2006.

## **13. CONTACT OFFICERS**

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## **14. BACKGROUND PAPERS**

- 14.1 Performance Information Files 2000 to date - available from the Policy, Partnerships & Performance Library, 1<sup>st</sup> Floor, Council Offices, Gernon Road, Letchworth.

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HIGH LEVEL PERFORMANCE INDICATORS 2006/2007

APPENDIX A

BVPI	Description	Cumulative /Monthly		@ 30 Apr	@ 31 May	@ 30 June	@ 31 July	@ 31 Aug	@ 30 Sept	@ 31 Oct	@ 30 Nov	@ 31 Dec	@ 31 Jan	@ 28 Feb	@ 31 Mar
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Customer Services Directorate

BV12	The number of working days/shifts lost to the Local Authority due to sickness absence	Cumulative	2006/07	0.60	<b>1.20</b>										
			Profiled target	0.44	<b>0.88</b>	1.52	2.16	2.80	3.60	4.48	5.36	6.16	6.88	7.36	8 days
			Status	Red	<b>Red</b>										
			2005/06	0.49	<b>0.92</b>	1.61	2.18	3.27	3.82	5.49	5.53	6.57	7.53	8.37	9.09

BV12 – The absence rate for May was due to long term absence. Long term absence cases are all being managed by HR in order to resolve them as quickly as possible.

BV82ai	Percentage of household waste arising which have been sent by the Authority for recycling	Cumulative	2006/07	13.35%	<b>12.92%</b>										
			Profiled target	13.64%	<b>12.50%</b>	12.49%	12.57%	12.84%	12.80%	13.31%	13.49%	13.60%	13.72%	13.92%	13.63%
			Status	Amber	<b>Green</b>										
			2005/06	14.5%	<b>12.08%</b>	13.72%	13.78%	14.07%	14.01%	14.44%	14.64%	14.64%	14.94%	14.98%	15.34%
BV82bi	Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	Cumulative	2006/07	14.06%	<b>21.53%</b>										
			Profiled target	14.4%	<b>20.59%</b>	21.54%	21.40%	21.09%	20.97%	20.27%	19.80%	18.87%	17.84%	17.20%	16.59%
			Status	Amber	<b>Green</b>										
			2005/06	9.56%	<b>11.54%</b>	14.88%	14.99%	14.75%	14.72%	14.65%	14.20%	13.52%	12.52%	11.89%	11.40%

# HIGH LEVEL PERFORMANCE INDICATORS 2006/2007

# APPENDIX A

BVPI	Description	Cumulative /Monthly		@ 30 Apr	@ 31 May	@ 30 June	@ 31 July	@ 31 Aug	@ 30 Sept	@ 31 Oct	@ 30 Nov	@ 31 Dec	@ 31 Jan	@ 28 Feb	@ 31 Mar
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BV84a	No. of kilograms of household waste collected per head of the population	Cumulative	2006/07	35.3	83.1											
			Profiled target	47.8	97.3	147.1	189.3	232.0	278.1	319.3	362.2	398.2	435.5	468.7	511.2kg	
			Status	Green	Green											
			2005/06	43.9	85.7	130.6	168.4	206.6	248.0	287.0	326.0	358.9	397.9	434.8	470.4kg	

BV170a	The number of visits to/usage's of Local Authority funded or part-funded museums/galleries per 1,000 population	Cumulative	2006/07	59	135											
			Profiled target	37	75	113	167	220	275	326	350	388	425	462	500	
			Status	Green	Green											
			2005/06	Reported quarterly in 05/06		116	Reported quarterly in 05/06		258.94	308.82		380.88	Reported quarterly in 05/06		591.42	
BV170b	The number of those visits to Local Authority funded, or part funded museums/galleries that were in person, per 1,000 population	Cumulative	2006/07	24	46											
			Profiled target	24	46	70	108	149	173	204	231	251	273	300	325	
			Status	Green	Green											
			2005/06	Reported quarterly in 05/06		70	Reported quarterly in 05/06		160.51	189.57		230.15	Reported quarterly in 05/06		295.6	
BV170c	The number of pupils visiting museums and galleries in organised school groups	Cumulative	2006/07	0	37											
			Profiled target	213	426	640	747	747	800	1226	1653	2080	2453	2827	3200	
			Status	Red	Red											
			2005/06	Reported quarterly in 05/06		1101	Reported quarterly in 05/06		1255	1340		2068	Reported quarterly in 05/06		298.3	

**BV170c** At present there is no Museum Learning Officer therefore there have been very few school visits. This post is now filled.

# HIGH LEVEL PERFORMANCE INDICATORS 2006/2007

# APPENDIX A

BVPI	Description	Cumulative /Monthly		@ 30 Apr	@ 31 May	@ 30 June	@ 31 July	@ 31 Aug	@ 30 Sept	@ 31 Oct	@ 30 Nov	@ 31 Dec	@ 31 Jan	@ 28 Feb	@ 31 Mar
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LPI 11 (LC4)	The percentage of market stalls hired as a percentage of stalls available	Monthly	2006/07	52%	51%											
			Profiled target	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	
			Status	Amber	Amber											
			2005/06	53.22%	54.48%	54.98%	54.85%	53.72%	53.72%	55.38%	57.46%	57.26%	51.49%	51.33%	50.58%	

LPI 11 - The Council is currently investigating incentives to improve the market utilisation. Historically utilisation starts to pick up during the summer months.

LPI 15 (LC15)	The number of swims and other leisure visits per 1000 population	Cumulative	2006/07	645	1228											
			Profiled target	626	1233	1857	2725	3536	4011	4512	4975	5307	5881	6475	7300	
			Status	Green	Amber											
			2005/06	512	1005	1578	2453	3247	3796	4329	4804	5136	5718	6312	7137	

LPI 15 - We are only very slightly below target. Royston Leisure Centre was 2,000 users below its target for May because the group bookings for the sports hall have not been inputted due to a technical fault. These will be added next month and is expected to be approximately 1800 users.

LPI 24 (L59)	% staff receiving appraisal within the allowed time-scale	Cumulative	2006/07	1.47%	9.58%											
			Profiled target	3.6%	13%	26%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
			Status	Red	Red											
			2005/06	3.37%	14.22%	29.73%	49.24%	62.93%	68.87%	79.77%	81.58%	83.89%	91.50%	92.12%	92.23%	

LPI 24 – This percentage equates to 39 out of 407 staff having had their appraisal and the paperwork processed.

**HIGH LEVEL PERFORMANCE INDICATORS 2006/2007**

**APPENDIX A**

<b>BVPI</b>	<b>Description</b>	<b>Cumulative /Monthly</b>		<b>@ 30 Apr</b>	<b>@ 31 May</b>	<b>@ 30 June</b>	<b>@ 31 July</b>	<b>@ 31 Aug</b>	<b>@ 30 Sept</b>	<b>@ 31 Oct</b>	<b>@ 30 Nov</b>	<b>@ 31 Dec</b>	<b>@ 31 Jan</b>	<b>@ 28 Feb</b>	<b>@ 31 Mar</b>
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<b>LPI 19 (PE1)</b>	No. of collections missed per 100,000 collections of household waste	Monthly	<b>2006/07</b>	14.41	<b>67.78</b>												
			<b>Profiled target</b>	32.40	<b>32.40</b>	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40
			<b>Status</b>	Green	<b>Red</b>												
			2005/06	33.04	<b>29.83</b>	32.04	24.54	33.19	24.10	16.36	23.85	21.17	14.19	14.62	15.39		
<b>LPI 20 (PE2)</b>	% of missed collections put right within allowed time-scale	Monthly	<b>2006/07</b>	96.55%	<b>98.64%</b>												
			<b>Profiled target</b>	99%	<b>99%</b>	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%		
			<b>Status</b>	Amber	<b>Amber</b>												
			2005/06	100%	<b>100%</b>	99.22%	96.08%	100%	100%	97.06%	96.88%	97.73%	96.61%	96.36%	95.31%		

**LPI 19** – During May 295 out of 435,202 collections were missed, many of these were due to collections of new brown bins combined with the rescheduling of collections.

**HIGH LEVEL PERFORMANCE INDICATORS 2006/2007**

**APPENDIX A**

<b>BVPI</b>	<b>Description</b>	<b>Cumulative/ Monthly</b>		<b>@ 30 Apr</b>	<b>@ 31 May</b>	<b>@ 30 June</b>	<b>@ 31 July</b>	<b>@ 31 Aug</b>	<b>@ 30 Sept</b>	<b>@ 31 Oct</b>	<b>@ 30 Nov</b>	<b>@ 31 Dec</b>	<b>@ 31 Jan</b>	<b>@ 28 Feb</b>	<b>@ 31 Mar</b>
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**Financial & Regulatory Services Directorate**

<b>BV76d</b>	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the local authority area.	Cumulative	<b>2006/07</b>	0.00	<b>0.98</b>										
			<b>Profiled target</b>	0.00	<b>0.50</b>	1.00	2.30	2.50	3.30	3.80	4.10	4.50	4.70	4.90	5.00
			<b>Status</b>	Green	<b>Green</b>										
			2005/06	Reported quarterly in 05/06		1.60	Reported quarterly in 05/06		4.40	Reported quarterly in 05/06		4.30	Reported quarterly in 05/06		6.74

<b>BV78a</b>	The average processing time taken for all new housing and council tax benefit claims submitted to the local authority.	Cumulative	<b>2006/07</b>	28.2	<b>25.3</b>										
			<b>Profiled target</b>	38.0	<b>37.5</b>	37.0	36.5	36.5	36.5	36.0	35.5	35.5	35.0	35.0	35.0
			<b>Status</b>	Green	<b>Green</b>										
			2005/06	No data	<b>No data</b>	44.1	45.2	43.0	38.7	31.9	30.2	30.3	31.5	31.4	28.7

<b>BV183b</b>	The average length of stay in hostel accommodation which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	Cumulative	<b>2006/07</b>	51.00	<b>40.63</b>										
			<b>Profiled target</b>	38.00	<b>38.00</b>	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00
			<b>Status</b>	Red	<b>Amber</b>										
			2005/06	75.43	<b>56.58</b>	51.4	46	46	41.19	43.75	42.59	41.47	42	42.65	36.89

**BV183b** - The cumulative return for April – May 2006 has improved significantly compared to April's figure. The average length of stay for May 2006 was 25.60 weeks, which was considerably below the target figure of 38 weeks.

# HIGH LEVEL PERFORMANCE INDICATORS 2006/2007

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BVPI	Description	Cumulative/ Monthly		@ 30 Apr	@ 31 May	@ 30 June	@ 31 July	@ 31 Aug	@ 30 Sept	@ 31 Oct	@ 30 Nov	@ 31 Dec	@ 31 Jan	@ 28 Feb	@ 31 Mar
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BV109a	Percentage of planning applications determined in line with development control targets to determine: 60% of major applications in 13 weeks	Cumulative	2006/07	66.67% 4/6	84.62% 11/13												
			Profiled target	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	
			Status	Green	Green												
			2005/06	71.43%	66.67%	54.55%	64.71%	65.00%	68.18%	66.67%	66.67%	66.67%	68.75%	69.39%	70.59%		
BV109b	Percentage of planning applications determined in line with development control targets to determine: 65% of minor applications in 8 weeks	Cumulative	2006/07	66.67% 20/30	68.12% 47/69												
			Profiled target	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%		
			Status	Green	Green												
			2005/06	73.68%	73.85%	69.79%	67.20%	70.00%	71.81%	72.15%	71.90%	70.57%	71.02%	71.26%	71.97%		
BV109c	Percentage of planning applications determined in line with development control targets to determine: 80% of other applications in 8 weeks	Cumulative	2006/07	77.53% 69/89	77.05% 141/183												
			Profiled target	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%		
			Status	Amber	Amber												
			2005/06	89.19%	85.48%	85.28%	82.82%	84.04%	83.67%	83.68%	83.78%	83.93%	83.74%	83.25%	83.81%		

**BV109c** – The delays in the registration of applications are being successfully addressed and the backlog has significantly reduced. New strategies are in place to improve the speed of validation of applications. Improvement in overall results is expected by the end of June 2006.

BV204	The number of planning appeal decisions allowed as a percentage of the total number of planning appeals against refusals of planning applications.	Cumulative	2006/07	0.0% 0/4	20% 2/10											
			Profiled target	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	
			Status	Green	Green											
			2005/06	50.0%	30.0%	23.1%	25.0%	25.0%	28.6%	25.0%	27.6%	27.6%	28.1%	25.7%	25.0%	