

29 August 2006

Our Ref. PARC 9/06

Your ref:

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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

7 SEPTEMBER 2006

at

7.30 p.m.

Yours sincerely,



David Miley
Democratic Services Manager

AGENDA
PART 1

ITEM		PAGE
1.	APOLOGIES FOR ABSENCE	-
2.	MINUTES To take as read and approve as a true record the Minutes of the meeting held on 20 July 2006.	-
3.	NOTIFICATION OF OTHER BUSINESS 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.	-
4.	DECLARATIONS OF INTEREST 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.	-
5.	PUBLIC PARTICIPATION To receive petitions, comments and questions from members of the public. At the time of producing the agenda none had been received. Any other public participation requests received within the agreed time will be notified to Members as soon as practicable.	-
6.	HERTFORDSHIRE CONSTABULARY – CRIME STATISTICS UPDATE This report will be in the format of an oral presentation.	1
7.	THE AUDIT COMMISSION – ISA 260 GOVERNANCE REPORT (2005-2006 AUDIT) This report is ‘to follow’.	3

ITEM	PAGE
A	
PERFORMANCE	
8. PERFORMANCE, AUDIT AND REVIEW COMMITTEE – ANNUAL REPORT FOR 2005-2006	5
REPORT OF THE CHAIRMAN	
<i>This report will be distributed as soon as possible. To allow PARC receive the PARC annual report for 2005-2006 and comment as appropriate.</i>	
9. PROGRESS IN THE SERVICE@NORTH-HERTS PROGRAMME	7
REPORT OF THE STRATEGIC DIRECTOR OF CUSTOMER SERVICES	
<i>To allow PARC receive an update on the progress of the service@north-herts project and the implementation of the Customer Service Centre.</i>	
10. PERFORMANCE INFORMATION MANAGEMENT REPORT – APRIL 2006 TO JUNE 2006	11
REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE	
<i>To provide PARC with the performance results for the period April 2006 to June 2006.</i>	
11. LP 124 - MONITORING OF APPRAISALS	61
REPORT OF THE HEAD OF HUMAN RESOURCES	
<i>To allow PARC the opportunity of reviewing the completion of staff appraisals and documentation presented to Human Resources in respect of Local Performance Indicator LPI 24.</i>	
12. 2005 STAFF SURVEY – KEY FINDINGS AND PROPOSED ACTION PLAN	69
REPORT OF THE HEAD OF HUMAN RESOURCES	
<i>To allow PARC review the revised Staff Action Plan with specific reference to costs associated with proposals and targets and targets for areas of development listed in the Action Plan.</i>	
B. AUDIT AND RISK	
13. RISK MANAGEMENT – UPDATE	91
REPORT OF THE HEAD OF FINANCIAL SERVICES	
<i>To provide PARC with an update on the management of the Strategic/Corporate risks owned by the Corporate Management Team and Cabinet.</i>	
14. STATEMENT ON INTERNAL CONTROL	99
REPORT OF THE HEAD OF FINANCIAL SERVICES	
<i>To allow PARC review the progress against the Action Plan arising from the Statement on Internal Control.</i>	

Dates of future meetings of PARC in 2006/07:

12 October 2006

7 December 2006

25 January 2007

22 March 2007

19 April 2007

PERFORMANCE AUDIT AND REVIEW COMMITTEE

7 September 2006

PART 1 – PUBLIC DOCUMENT

AGENDA ITEM No.

6

HERTFORDSHIRE CONSTABULARY – CRIME STATISTICS UPDATE

An oral presentation by Hertfordshire Constabulary.

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PART 1 – PUBLIC DOCUMENT

AGENDA ITEM No.

7

**TITLE OF REPORT: THE AUDIT COMMISSION – ISA 260 GOVERNANCE REPORT (2005-2006
AUDIT**

The report from the Audit Commission is 'to follow'.

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PART 1 – PUBLIC DOCUMENT

AGENDA ITEM No.

8

TITLE OF REPORT: PERFORMANCE, AUDIT AND REVIEW COMMITTEE – ANNUAL REPORT FOR 2005 - 2006

The report from the Chairman of the Performance, Audit and Review Committee will be distributed as soon as possible.

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TITLE OF REPORT: PROGRESS IN THE SERVICE@NORTH- HERTS PROGRAMME

REPORT OF THE STRATEGIC DIRECTOR OF CUSTOMER SERVICES

1. SUMMARY

- 1.1 To provide an update on progress within the Service@North-Herts programme.

2. FORWARD PLAN

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

3. BACKGROUND

- 3.1 The Access to Services action plan was approved by PARC in May 2003 and was last reported in March 2006.
- 3.2 The programme has been divided into 6 key strands:
- 3.2.1 Project A – Implementation of new infrastructure, including the implementation of Customer Relationship Management (CRM) solution, new website and Intranet.
- 3.2.2 Project B – Service Integration – deployment of CRM solution which will allow 50-100 services to be delivered via the Customer Service Centre (CSC).
- 3.2.3 Project C - .Customer, Property and Asset Index – creation and synchronisation of a set of key indexes. This project is not due to commence until year 2 of the programme.
- 3.2.4 Project D – Document Management – the roll-out of corporate document management allowing the Council to use scanned images and workflow to reduce paper processes. This project is not due to commence until year 2 of the programme. However, some scoping work has commenced.
- 3.2.5 Project E – IT Effectiveness – to provide a new strategy and skills transfer to the IT section and to introduce up to date techniques and processes.
- 3.2.6 Project F – Mobile and Home-Working – initial deployment in Revenues and Benefits of mobile platform and associated devices.

4. ISSUES

4.1 Current Status

- 4.1.1 The programme has reached the end of year 1 and is currently in the development stage of the year2 implementation plan. Year2 will involve key programmes such as Document Management and GIS system deployment which are both integral parts of developing a mobile and home working capability for the Council.
- 4.1.2 The IT & Customer Services team area has been restructured. The customer facing roles and CRM centre staff transferring to Lyn Saville, with Chris Nolan focusing on Technology and Service Transformation, working closely with the Heads of Service to use the IT. This refocusing of the IT & Transformation team will support ongoing improvement programmes across all service areas teams, including back-office process reviews and re-alignment of operating procedures to create capacity to run the Customer Service Centre.

4.2 Progress within Service@North-Herts

The following information summarises the main areas of progress.

- 4.2.1 The vast majority of hardware and software has been installed. This includes the CRM solution and the systems to underpin the delivery of the website and Intranet.
- 4.2.2 The Council's Intranet and internet content is being reviewed, with a project manager appointed from the Business Integration Team working closely with the Customer Service team and MSU managers to update current and expand the information available. This is being completed in a phased approach to co-incide with the CSC go-live programme
- 4.2.3 The implementation of CRM system is underway and analysis has been carried out relating to establishing the processes that should be migrated to the (Customer Service Centre) CSC. At the present time 70 processes for phase 1 have been identified prioritised by the volume of calls received. These comprise mostly information based services that can be handled at the first point of contact. A sign-off process is currently being developed.
- 4.2.4 A Mobile working survey of all service areas has been carried out. Phase 1 will identify which roles the service managers consider are suitable for mobile/remote working. This assessment will influence the Councils future accommodation strategy which will include the option of hot-desking.
- 4.2.5 A key driver for the future working strategy is the scoping work on an Electronic Document Management system. A scoping study is underway supported by Anite to accelerate the roll-out of Corporate Document Management. Immediate outcomes were to convert a significant number of paper files in both Planning and Building Control to electronic files by scanning them. These files can then be searched and retrieved on-line which will facilitate improvements in customer care and is a prerequisite for mobile working.

4.3 Access to Services – Service Improvement Plan

4.3.1 As previously reported, the Access to Services Improvement Plan had been updated to reflect the relationship to Service@North-Herts.

4.3.2 Committee Management Solution – This project is currently under-review. Supplementary questions have been sent to potential systems providers and Financial analysis of the business case is being undertaken.

4.4 Benefits Realisation Plan

4.4.1 As requested at the PARC meeting in November, a methodology for managing the achievement of any forecasted cost and/or efficiency savings has been developed.

4.4.2 At the present time, as the Council is in the early phases of the implementation, it is not possible to demonstrate all the savings. However, the predicted savings are recorded and benchmarking information is being collated where appropriate.

4.4.3 The methodology is explained as follows:

- Project – defines under which project the savings are anticipated. It should be noted there are several ad-hoc and/or return on investment projects to include and these will be added once business cases are developed.
- Description – provides details of key activities within each project
- Benchmarked – shows whether or not benchmarking information is available. This will be achieved through analysing the cost of the service in its current form and making the desired changes and improvements. External benchmarking information will be used if available.
- Proposed efficiency gains and/or cost savings – describes the rationale for adopting each project along with anticipated improvements
- Cost of Project (plus programme management) – shows the cost of all hardware and software. The programme management element shows all associated services such as implementation, project management and training.
- Summary Cashable / Summary Non-Cashable – shows the achievement of the predicted saving and any cashable value. This is in line with the production of the Council's Annual Efficiency Statement.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications as a result of this report.

6. FINANCIAL AND RISK IMPLICATIONS

6.1 The budget for the programme and additional resources was approved by Cabinet at its meeting on 14th June 2005 and as such there are no direct financial implications as a result of this report.

6.2 At the present time it is not possible to provide a forecast of financial / efficiency savings. A methodology has been developed and is included for consideration.

6.3 A risk assessment for the programme has been produced and will be reported as part of the Risk Management Strategy. In addition, the risk assessment is monitored by the Access

to Services Project Board, which as part of its terms of reference is responsible for assisting with mitigation.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 The Human Resources Strategy takes into account the changes that will be introduced as part of the programme. The Council's Programme Manager, in conjunction with the Learning and Development Manager, will be producing a consolidated training programme for the Council to run in parallel with the implementation.
- 7.2 The Head of Human Resources has been consulted on all proposed structural changes and is involved with discussions and negotiations with staff.
- 7.3 In addition, Anite will be providing training, mentoring and coaching throughout the three year contract and this will be integrated into the over-arching training programme.

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 8.1 Not applicable.

9. RECOMMENDATIONS

- 9.1 PARC notes the progress to date of the Service@North-Herts programme.

10. REASONS FOR RECOMMENDATIONS

- 10.1 To monitor the progress of the Service@North-Herts programme.

11. CONTACT OFFICERS

- 11.1 Chris Nolan
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12. BACKGROUND PAPERS

- 12.1 None

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**TITLE OF REPORT: PERFORMANCE INFORMATION MANAGEMENT REPORT
APRIL 2006 – JUNE 2006**

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS & PERFORMANCE

1. SUMMARY

1.1 To report performance results for the period April - June 2006 (Appendix A).

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 This is the first Performance Information Management report of the financial year 2006/07.

3.2 This report incorporates performance information on all the high level indicators and therefore precludes the need for a separate report on June high level indicators.

3.3 All information has been presented to DMT's and CMT for scrutiny and discussion prior to presentation to PARC.

3.4 All the performance data and commentary detailed in Appendix A will published on the NHDC web-site.

4. ISSUES

4.1.1 From 1 April 2006 all local indicators have been re-numbered using an LPI prefix for continuity. Appendix A shows the number it previously used. Six new local indicators have been adopted.

- **LPI 21** The percentage of reported graffiti/Bill-Posters or Stickers removed within the allowed time-scale from verification on NHDC property.
- **LPI 22** Percentage of street cleanliness complaints put right within the time-scales.
- **LPI 16a** The number of hours of 'play activities', provided or facilitated by NHDC, for young people.
- **LPI 16** The percentage of 'play activities' hours utilised.
- **LPI 17a** The number of hours of 'sports activities', provided or facilitated by NHDC, for young people.
- **LPI 17b** The percentage of 'sports activities' hours utilised.

For the four new indicators relating to 'play' and sports provision for children, data will be presented with no 'traffic light' status for 2006/07. The data will be used to set targets from 1 April 2007. This follows the review of local performance indicators carried out early 2006.

- 4.2 Following the election, the list of portfolio holders linked to each performance indicator has been updated. This can be seen at appendix B. It also includes all responsible officers and collection officers.
- 4.3 On 2 September 2004, PARC endorsed a recovery action plan for BVPI 183b. The purpose of implementing the action plan was to reduce the average length of stay of homeless households in temporary accommodation. On 1 September 2005, PARC received an update relating to the action plan and agreed that it should remain in place.

In view of the fact that all of the actions have now been implemented and the average length of stay has improved significantly, it is proposed to sign-off the recovery action plan as completed. Full details are provided at Appendix C. This proposal was endorsed by CMT on 8 August 2006. This will also mean that quarterly updates for BVPI 183b will no longer need to be reported to PARC.

PARC will continue to monitor BVPI 183b on a regular basis, via the monthly high-level indicator reports.

4.4 PERFORMANCE DATA

A breakdown of the performance indicators collected during 2006/07 is as follows:

Directorate	Total PIs (or parts thereof)			* N/A	Green	Amber	Red	Waiting
	BVPI	Local	Total					
Financial & Reg. Services	48	11	59	21	23	3	8	4**
Customer Services	36	17	53	23	18	8	4	0
Chief Executive	11	1	12	12	0	0	0	0
TOTAL	95	29	124	56	41	11	12	4
April – June 2006					60%	16%	18%	6%
April – June 2005					54%	19%	27%	-

*N/A – Annual indicators or those to which a colour status is not applicable.

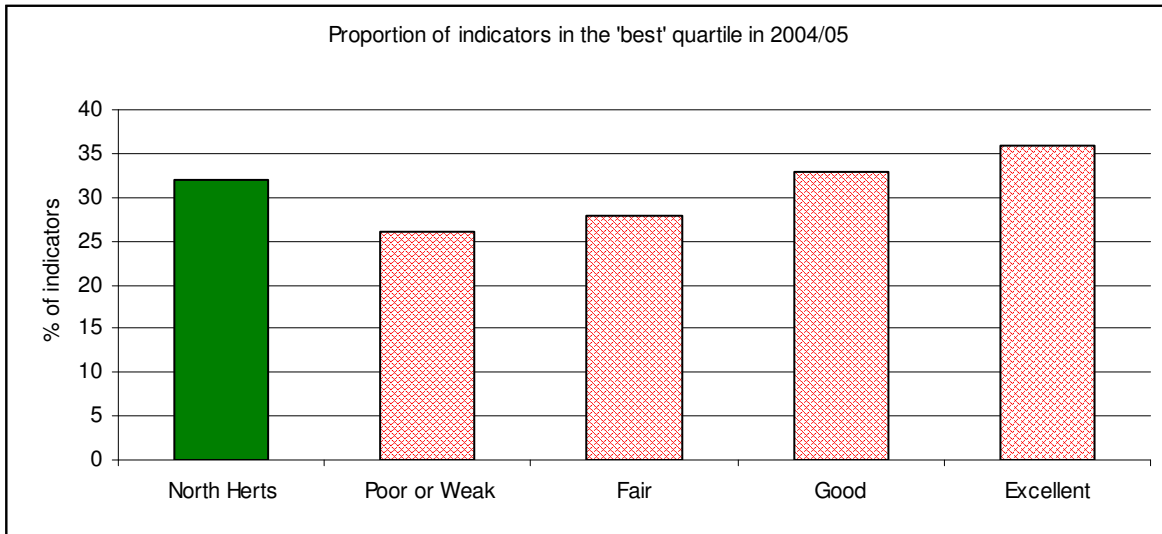
**These apply to BV79a and BV79bi-iii. No information is available at present due to software problems.

Appendix A shows detailed explanations for all indicators with a red or amber status.

- 4.5 The Audit Commission has recently provided an analysis of performance information for North Hertfordshire. The analysis shows the extent of improvement between 2002/03 and 2004/05 based on a basket of PI's. The basket of PI's are the set selected for the CPA assessment under the new CPA framework.

50% of Performance Indicators have improved during the period. As a guide using unaudited data for 2005/06, 67% will have improved since 2002/03.

The proportion of PI's where North Herts is performing in the 'best' quartile is 32%. As the graph shows this is above the average range for councils with a CPA rating of fair.



The top quartile audited data for 2005/06 will be available in early December.

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 To monitor performance April 2006 – June 2006.

9.2 To note areas of under-achievement as well as good performance.

9.3 To confirm the information on responsible officers, collators and portfolio-holders for each performance indicator.

9.4 To sign-off the recovery action plan for BVPI 183b as completed.

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 – Performance Information Management Report, April 2006 to June 2006.
- 12.2 Appendix B – List of responsible officers, collators and portfolio-holders for each performance indicator.
- 12.3 Appendix C – BVPI 183b recovery action plan and performance update.

13. CONTACT OFFICERS

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Head of Policy, Partnerships & Performance
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14. BACKGROUND PAPERS

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

Performance Management

The Department for Communities and Local Government (DCLG) was created on 5 May 2006, under Ruth Kelly's leadership.

This new department will be responsible for the local government functions previously held by the Office of the Deputy Prime Minister (ODPM). DCLG has a powerful new remit to promote community cohesion and equality, as well as responsibility for housing, urban regeneration and planning.

What are Best Value Performance Indicators?

Since 1992 the Audit Commission has provided annual direction for local authorities specifying a set of performance measures against key service areas (Audit Commission Performance Indicators - ACPI). When the duty of Best Value came into effect under Local Government Act 1999, departments in central government produced a new set of Best Value Performance Indicators (BVPI). The Audit Commission ceased to set ACPI in 2001. The Office of the Deputy Prime Minister (ODPM) continued to set BVPI for local authorities.

BVPIs help the public and local and central government to monitor, analyse and compare the achievements of local authorities. This analysis and comparison serves three main purposes:

- To enable central Government to monitor progress over a period of time;
- To allow authorities to compare their performance against that of their peers; and
- To provide residents with information about the performance of their local authority.

Performance Management at North Hertfordshire District Council

The council's performance management system was introduced in October 2000, to ensure that we set and achieved challenging targets in the services we provide. It has been recognised by the District Audit as an example of notable practice, helping us to 'collect accurate, comprehensive and comparable data on performance, providing a good foundation from which to improve services'.

What is reported and to whom?

During 2006/07 we will monitor our performance against 95 Best Value Performance Indicators, including subsections, set by the Government. We will also monitor performance against 29 locally set indicators. These will be reported quarterly to Directorate Management Teams (DMT), Corporate Management Team (CMT) and the Performance Audit & Review Committee (PARC).

Performance on a selection of 'high level' indicators will also be monitored on a monthly basis. The criteria used for identifying which indicators should be designated as 'high level' included:

- Results appear in bottom two quartiles when compared to other local authorities in England
- Qualification in previous internal or external audits
- Consistent poor performance
- Cross-cutting or significant corporate health implications
- High public visibility
- Cost effective for monthly monitoring

Where can I view other authorities data?

www.bvpi.gov.uk

Here you can view the audited data for other Authorities or make comparisons with other Authorities on individual Performance Indicators.

The 2004/05 audited data became available in January 2006. The Performance team have produced a booklet comparing our performance with our 'nearest neighbours' and other authorities in the county area.

The North Herts data has been colour coded to show which quartile we are in when our performance is compared to the PI results of all authorities in England. You can view this booklet on the G Drive at: G/Performance Management/Comparative Data/2004-05.

Performance Targets and Standards

Targets specify desired levels of achievement, with deadlines and should aim for continuous improvement. They act as a guide to staff as to what they should be aiming to achieve. They aim to show local people what service improvements they can reasonably expect.

The Government have not set 'performance standards' or 'top-quartile targets' for any of the 2006/07 BVPI.

Responsible Officers set all targets in January/February of each year using comparative data and previous results.

All targets in this report have been challenged and subsequently approved by CMT and PARC.

District Council Performance Indicators 2006/07

ODPM advised deletion of 2 BVPI from the 2006/07 set of indicators

BV157 – E - government e-enabled interactions

BV179 – Standard searches within 10 days

In keeping with the commitment made last year not to introduce any new BVPI's or amend any existing indicators for the next 2-3 years, no further changes are being made to the set.

Surveys

Every 3 years Local Authorities are required to carry out Best Value user satisfaction surveys.

This year North Hertfordshire District Council will undertake:

General Survey

- BV3 Overall satisfaction
- BV4 Satisfaction with complaint handling
- BV89 Satisfaction with cleanliness
- BV90a Satisfaction with waste collection
- BV90b Satisfaction with recycling facilities
- BV119a-e Satisfaction with cultural and recreational facilities

Benefits Survey

- BV80a-g Satisfaction with the benefit service

Planning Survey

- BV111 Satisfaction with the planning service

Quarterly Performance Information Management Report

KEY: This report lists all the Performance Indicators (PI) both national and local collected by North Herts District Council to measure performance. The PI's are listed by directorate. Each PI has the following information:

- **Reference number** (shaded PI denotes 'High Level' – monitored monthly)
- **Brief description of the definition**
- **Polarity statement - AIM** This shows whether authorities should be aiming for a high or low outturn figure.
 - ↑ Good performance = high outturn figure
 - ↓ Good performance = low outturn figure
 - **N/A** Outturn is not numerical
- **Actual for 03/04, 04/05, 05/06**
- **Top Quartile data** The top 25% of English authorities are achieving this performance or better. 2005/06 data will be available December 2006.
- **A 'traffic light' status** North Hertfordshire operates a 'traffic light system'. PI's are allocated a colour code to show their 'year to date' performance.
 - Green Target achieved or exceeded
 - Amber 15% below set target
 - Red More than 15% below target
- **Targets we aim to achieve**
- **Current Performance**
- **Comments for Amber and Red status**
- **Portfolio holder** This information has previously been provided in a separate appendix and is now included in the table of results.

Population: This report uses the rounded population estimates for mid 2004.

Year	Population Estimates	Rounded to nearest 100	Actual
2006/07	Mid 2004 until further notice	119,900	119,929
2005/06	Mid 2004	119,900	119,929
2004/05	Mid 2003	119,100	119,093
2003/04	Mid 2002	118,300	118,292

Households: The ODPM stated that we use the last statement received before the beginning of the financial year for 'Statement of Numbers and bands of all Properties shown in the Valuation List for the Billing Authority area'.

Year	Number of households
2006/07	52428 This figure will be updated in March 2007 to calculate the year end data
2005/06	52428
2004/05	51929
2003/04	51442

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV8	The percentage of invoices for commercial goods & services paid by the authority within 30 days of receipt or within the agreed payment terms.	↑	96.73% 98.44% 99.03%	95.90% 95.97%	G				98.80%	98.85% (2583/2613)	No	Cllr T Hone
BV9	The percentage of council tax collected by the authority in the year.	↑	99.06% 99.31% 99.50%	98.29% 98.30%	G				99.00% (P – 29.50%)	29.71%	No	Cllr T Hone
BV10	The percentage of non-domestic rates collected.	↑	99.48% 99.66% 99.30%	99.10% 99.14%	G				99.20% (P – 31.60%)	33.10%	No	Cllr T Hone
BV64	The number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.	↑	2.6 2 2	No Data 56.25	G				3 (P – 0)	0	No	Cllr Mrs Sarah Wren
BV76a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload.	↑	156.79 218.6 214.5	310.45 282.16	R				240.00 (P – 68.00)	54.40	Yes	Cllr T Hone
BV76b	The number of fraud investigators employed by the local authority, per 1,000 caseload.	N/A	0.40 0.38 0.41	0.44 No Data					0.40	0.42	No	Cllr T Hone
BV76c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the local authority per year, per 1,000 caseload.	↑	42.64 32.1 27.80	52.61 53.40	G				32.00 (P – 7.00)	8.93	No	Cllr T Hone

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV76d	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.	↑	3.10 4.37 6.74	4.84 5.31	G				5.00 (P – 1.00)	1.46	No	Cllr T Hone
BV78a	The average processing time taken for all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the local authority, for which the date of decision is within the financial year being reported.	↓	26.67 26.88 28.7	32 days 29.38 days	G				35.0 (P – 37.0)	24.9 calendar days	Yes	Cllr T Hone
BV78b	The average processing time taken for all written notifications to the local authority of changes to a claimant's circumstance that require a new decision on behalf of the authority.	↓	8.54 5.93 24.9	7.7 days 7.4 days	G				20.0 (P – 27.0)	9.9 calendar days	Yes	Cllr T Hone
BV79a	The percentage of cases within a random sample for which the authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.	↑	98.40% 98.40% 97.00%	98.80% 99.00%					98.41%	No Data	Yes	Cllr T Hone
BV79b (i)	The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of all HB overpayments during that period.	↑	- - 68.41%	No Data No Data					50.00%	No Data	Yes	Cllr T Hone

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV79b (ii)	Housing Benefit (HB) overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	↑	- 34.42%	No Data No Data					23.00% (P – 4.00%)	No Data	Yes	Cllr T Hone
BV79b (iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.	N/A	- 5.46%	No Data No Data					2.90%	No Data	Yes	Cllr T Hone
BV80	Benefits Survey 2006/07 – satisfaction with the Benefit Service (previously conducted in 2003/04).		A – 85% B – 91% C – 73% D – 89% E – 68% F – 76% G – 85%	A – 83% B – 85% C – 77% D – 85% E – 67% F – 76% G – 83%					A – 87% B – 91% C – 77% D – 90% E – 70% F – 80% G – 88%	Reported annually	No	Cllr T Hone
BV106	The percentage of new homes built on previously developed land.	↑	58.50% 55.15% 53.25%	93.50% 94.00%	R				50.00%	41.03% (64/156)	Yes	Cllr RAC Thake

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV109a	The percentage of major applications determined within 13 weeks.	↑	51.72% 58.97% 70.59%	63.64% 68.90%	G				60.00%	78.26% (18/23)	No	Cllr RAC Thake
BV109b	The percentage of minor applications determined within 8 weeks.	↑	39.78% 57.18% 71.97%	70.78% 75.40%	A				65.00%	63.27% (62/98)	Yes	Cllr RAC Thake
BV109c	The percentage of 'other' applications determined within 8 weeks.	↑	59.88% 75.49% 83.81%	85.00% 88.00%	A				80.00%	79.32% (234/295)	Yes	Cllr RAC Thake
BV111	Planning Survey 2006/07 – the percentage of planning applicants satisfied with the service received (previously conducted in 2003/04).		83%	81%					85%	Reported annually	No	Cllr RAC Thake
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	↑	66.60% 70.30% 77.77%	64.83% No Data	G				85.19%	85.19%	No	Cllr T Hone
BV166a	The local authority's score against a checklist of best practice for environmental health.	↑	58.30% 100% 82.0%	90.0% 97.0%	R				100.0%	82.0%	Yes	Cllr Mrs Sarah Wren

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.	↓	3 0 0	1.21 weeks 1 week	G				0.00 weeks	0.00	No	Cllr Mrs Sarah Wren
BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	↓	41 44.6 36.89	0 weeks 0 weeks	G				38.00 weeks	36.50	Please refer to Appendix C	Cllr Mrs Sarah Wren
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	↓	Amended definition for 2005/06	No Data No Data					3 (good)	Reported annually	No	Cllr Mrs L A Needham
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	N/A	- - Yes	No Data No Data					Yes	Reported annually	No	Cllr RAC Thake
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	N/A	- - Yes	No Data No Data					Yes	Reported annually	No	Cllr RAC Thake
BV200c	Did the local planning authority publish an annual report by 31 st December each year?	N/A	- - Yes	No Data No Data					Yes	Reported annually	No	Cllr RAC Thake

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV202	The number of people sleeping rough on a single night within the area of the authority.	↓	- 0 0	No Data No Data	G				0	0	No	Cllr Mrs Sarah Wren
BV203	The percentage change in the average number of families placed in temporary accommodation.	↓	- -11.57% -3.82%	No Data -6.94%	R				-20.00% (P – -5.00%)	+12.18%	Yes	Cllr Mrs Sarah Wren
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	↓	- 40% 25.0%	No Data 25.0%	G				30.0%	13.3% (2/15)	No	Cllr RAC Thake
BV205	The local authority's score against a 'quality of planning services' checklist.	↑	- 94.44% 94.44%	No Data 88.9%	G				100.0%	100.0%	No	Cllr RAC Thake
BV213	The number of households who considered themselves as homeless, who approached the local housing authority's housing advice service, and for whom housing advice casework intervention resolved their situation.	↑	- - 1 per 1,000 h/holds	No Data No Data	R				2 per 1,000 h/holds (P - 0.5 per 1,000 h/holds)	0.25 per 1,000 h/holds	Yes	Cllr Mrs Sarah Wren
BV214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years.	↓	- - 0.00%	No Data No Data	G				2.00% (P – 0.50%)	0.00%	No	Cllr Mrs Sarah Wren

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV216a	The number of 'sites of potential concern' [within the local authority area], with respect to land contamination.	N/A	- - 647	No Data No Data					647	Reported annually	No	Cllr RAC Thake
BV216b	The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	↑	- - 2.4%	No Data No Data					2.8%	Reported annually	No	Cllr RAC Thake
BV217	The percentage of pollution control improvements to existing installations completed on time.	↑	- - 100%	No Data No Data					92%	Reported annually	No	Cllr Mrs Sarah Wren
BV218a	The percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	↑	- - 86.32%	No Data No Data	A				100.00%	98.53% (134/136)	Yes	Cllr Mrs Sarah Wren
BV218b	The percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle.	↑	- - 70.86%	No Data No Data	G				80.00%	89.29% (25/28)	Yes	Cllr Mrs Sarah Wren
BV219a	The total number of conservation areas in the local authority area.	N/A	- - 40	No Data No Data					40	Reported annually	No	Cllr RAC Thake

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
BV219b	The percentage of conservation areas in the local authority area with an up-to-date character appraisal.	↑	- - 5.00%	No Data No Data					10.00%	Reported annually	No	Cllr RAC Thake
BV219c	The percentage of conservation areas with published management proposals.	↑	- - 0%	No Data No Data					5.00%	Reported annually	No	Cllr RAC Thake
LPI 1a (formerly H1a)	The number of placements at end of period in bed and breakfast accommodation.	↓	0 0 0	No Data No Data	G				0	0	No	Cllr Mrs Sarah Wren
LPI 1b (formerly H1b)	The number of placements at end of period in other temporary accommodation.	↓	118 109 114	No Data No Data	R				75 (P – 104)	123	Yes	Cllr Mrs Sarah Wren
LPI 2 (formerly H2)	The percentage of applications for the housing register to receive a decision within 5 working days once all information is received.	↑	- 89.30% 88.00%	No Data No Data	G				90.00%	98.10%	No	Cllr Mrs Sarah Wren
LPI 3 (formerly H3)	New housing in social sector.	↑	102 168 149	No Data No Data					190	Reported annually	No	Cllr Mrs Sarah Wren
LPI 4	The percentage of homelessness applications on which the authority made a decision and notified the applicant within 21 working days.	↑	- - -	No Data No Data	R				80.00%	40.78%	Yes	Cllr Mrs Sarah Wren

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Financial and Regulatory Services Directorate												
LPI 5 (formerly H6)	The number of reported incidences of rough sleeping in the district.	↓	- - 1	No Data No Data	G				9 (P - 2)	0	No	Cllr Mrs Sarah Wren
LPI 6 (formerly PE14)	The percentage of Environmental Health service requests that received an initial response within three working days of the initial contact date.	↑	87.89% 89.53% 94.15%	No Data No Data	G				92.00%	93.45% (371/397)	No	Cllr Mrs Sarah Wren
LPI 7 (formerly PE24)	The percentage of high-risk food premises programmed for inspection in the monitoring period, which were actually inspected by the authority.	↑	100% 100% 100%	No Data No Data	G				100.00%	100.00% (9/9)	No	Cllr Mrs Sarah Wren
LPI 8 (formerly PE25)	The percentage of other-risk food premises programmed for inspection in the monitoring period, which were actually inspected by the authority.	↑	87.69% 95.70% 78.87%	No Data No Data	R				95.00%	39.47% (60/152)	Yes	Cllr Mrs Sarah Wren
LPI 9 (formerly PE30)	Building control quality and performance matrix score.	↑	- 79.5% 81.5%	No Data No Data					84.0%	Reported annually	No	Cllr RAC Thake
LPI 10 (formerly PE32)	The percentage of Environmental Health customers who completed a customer survey questionnaire within the monitoring period, and rated the service received as very good or good.	↑	- 83.47% 81.98%	No Data No Data	G				83.00%	88.00% (22/25)	No	Cllr Mrs Sarah Wren

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Chief Executive's Directorate												
BV2a	The level of the Equality Standard for Local Government to which the Authority conforms in respect of gender, race and disability.	↑	level 2 level 3 level 3	No Data No Data					Level 4	Reported annually	No	Cllr A D Young
BV2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	↑	74% 78.9% 79%	63% 72%					84%	Reported annually	No	Cllr A D Young
BV3	The percentage of citizens satisfied with the overall services provided by their authority	↑	2003/04 54.20%	2003/04 60%					72%	Reported annually	No	Cllr F J Smith
BV4	The percentage of those making complaints satisfied with the handling of those complaints	↑	2003/04 32.10%	2003/04 36%					45%	Reported annually	No	Cllr F J Smith
BV126	Domestic Burglaries per year, per 1000 households in the Local Authority area	↓	- 8.0	No Data No Data					7.63	1.62	No	Cllr Mrs P Gibbs
BV127a	Violent crime per year per 1,000 population in the Local Authority area	↓	- 15.6	No Data No Data					14.84	4.29	Yes	Cllr Mrs P Gibbs
BV127b	Robberies per year per 1,000 population in the Local Authority area	↓	- 0.9	No Data No Data					0.88	0.14	No	Cllr Mrs P Gibbs
BV128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	↓	- 9.5	No Data No Data					9.20	2.03	No	Cllr Mrs P Gibbs

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 June 06	@ 30 Sept 06	@ 31 Dec 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Chief Executive's Directorate												
BV174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	N/A	3.38 4.19 0	No Data No Data					0	0	No	Cllr Mrs P Gibbs
BV175	The percentage of racial incidents reported to the Local Authority that resulted in further action.	↑	100% 100% 100%	100% No Data					100%	N/A	No	Cllr Mrs P Gibbs
BV225 (BV176)	Actions against domestic violence. The percentage of questions from a list of 11 to which the local authority can answer yes.	↑	- - 90.91%	No Data No Data					90.91%	Reported annually	No	Cllr Mrs Sarah Wren

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 Jun 06	@ 30 Sep 06	@ 31 De 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Customer Services Directorate												
BV11a	The percentage of the top paid 5% of local authority staff who are women	↑	26.09% 21.74% 35.49%	39.05% 40.23%	G				35.49% (5 staff)	40.97% (8 staff)	No	Cllr FJ Smith
BV11b	The percentage of the top 5% of local authority staff who are from an ethnic minority	↑	4.35% 0% 0%	3.70% 3.48%	R				4% (1 staff)	0%	Yes	Cllr FJ Smith
BV11c	The percentage of the top paid 5% of local authority staff who have a disability.	↑	- - 0%	No Data No Data	R				4% (1 staff)	0%	Yes	Cllr FJ Smith
BV12	The number of working days/shifts lost to the local authority due to sickness absence per employee	↓	10.10 days 9.48 days 9.09 days	8.90 days 8.40 days	A				8 days P-1.52 days	1.71 days	Yes	Cllr FJ Smith
BV14	The percentage of local authority employees retiring early (excluding ill health retirements) as a percentage of the total work force.	↓	1.36% 0.77% 1.04%	0.17% 0.16%	G				0.26% (1 staff)	0.26% (1 staff)	No	Cllr FJ Smith
BV15	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total work force	↓	0.27% 0.26% 0.26%	0.17% 0.12%	G				0.26% (1 staff)	0%	No	Cllr FJ Smith
BV16a	The percentage of local authority employees with a disability	↑	3.9% 3.43% 3.75%	No Data 3.73%	R				4% (18 staff)	3.33% (15 staff)	Yes	Cllr FJ Smith
BV16b	The percentage of the economically active population in the local authority area who have a disability	N/A	10.23% 10.23% 10.23%	No Data No Data					No targets required	10.23%	-	Cllr FJ Smith

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 Jun 06	@ 30 Sep 06	@ 31 De 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Customer Services Directorate												
BV17a	The percentage of the local authority employees from ethnic minority communities	↑	4.64% 4.71% 5.52%	No Data 4.6%	A				6% (26 staff)	5.33% (24 staff)	Yes	Cllr FJ Smith
BV17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area	N/A	6.70% 6.70% 6.70%	No Data No Data					No targets required	6.70%	-	Cllr FJ Smith
BV82a i)	The percentage of household waste arisings which have been sent by the authority for recycling	↑	15.63% 14.60% 15.34%	16% 17.89%	G				13.63% p-12.49%	13.62%	No	Cllr Mrs L A Needham
BV82a ii)	Total tonnage of household waste arisings which have been sent by the authority for recycling	↑	- - 8600.80	No Data No Data	A				8356.52 p-2203.03	2169.95	Yes	Cllr Mrs L A Needham
BV82b i)	The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion	↑	2.36% 5.29% 11.40%	6.01% 9.80%	G				16.59% p-21.54%	23.87%	No	Cllr Mrs L A Needham
BV82b ii)	The tonnage of household waste sent in by the authority for composting or treatment by anaerobic digestion	↑	- - 6427.42	No Data No Data	G				10168.63 p-3799.49	3801.38	No	Cllr Mrs L A Needham
BV84a	The number of kilograms of household waste collected per head of the population	↓	427.57kg 450.0kg 470.4kg	390.0 kg 397.7kg	G				511.2 p-147.1	132.8kg	No	Cllr Mrs L A Needham

APPENDIX A

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Customer Services Directorate												
BV84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	↓	- 4.53%	No Data No Data					8.67%	Reported annually	No	Cllr Mrs L A Needham
BV86	The cost of household waste collection per household	↓	£41.00 £44.19 £47.51	No Data £35.31					£57.79	Reported annually	No	Cllr Mrs L A Needham
BV89	The percentage of people satisfied with the cleanliness standard in their area	↑	2003/04 62.50%	2003/04 66%					73%	Reported annually	No	Cllr Mrs L A Needham
BV90a	The percentage of people satisfied household waste collection	↑	2003/04 89.2%	2003/04 89%					91%	Reported annually	No	Cllr Mrs L A Needham
BV90b	The percentage of people satisfied with waste recycling	↑	2003/04 63.7%	2003/04 75%					65%	Reported annually	No	Cllr Mrs L A Needham
BV91a	The percentage of households resident in the authority's area served by kerbside collection of recyclables	↑	100% 100% 100%	100% 100%	G				100%	100%	No	Cllr Mrs L A Needham

APPENDIX A

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Customer Services Directorate												
BV91b	The percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	↓	- 100%	No Data No Data	G				100%	100%	No	Cllr Mrs L A Needham
BV119a	The % of residents satisfied with the local authorities cultural services - sports and leisure facilities	↑	2003/04 51%	2003/04 60%					54%	Reported annually	-	Cllr I J Knighton
BV119b	The % of residents satisfied with the local authorities cultural services - libraries	↑	2003/04 71%	2003/04 no data					not NHDC service	Reported annually	-	Cllr I J Knighton
BV119c	The % of residents satisfied with the local authorities cultural services - museums	↑	2003/04 49%	2003/04 50%					49%	Reported annually	-	Cllr I J Knighton
BV119d	The % of residents satisfied with the local authorities cultural services - arts activities and venues	↑	2003/04 46%	2003/04 56%					not NHDC service	Reported annually	-	Cllr I J Knighton
BV119e	The % of residents satisfied with the local authorities cultural services - parks and open spaces	↑	2003/04 72%	2003/04 77%					72%	Reported annually	-	Cllr I J Knighton
BV170a	The number of visits to/usage's of local authority funded or part-funded museums/galleries per 1,000 population	↑	422.34 495.6 490	771 877	G				500 p-112	184	No	Cllr Mrs P Gibbs

APPENDIX A

BVPI	Description	Aim	Actual 2003/04 2004/05 2005/06	Top Quartile (All England) 2003/04 audited 2004/05 audited	@ 30 Jun 06	@ 30 Sep 06	@ 31 De 06	@ 31 Mar 07	Target 2006/07	April 2006- June 2006	See Commentary on Pages 24-27	Portfolio Holder
Customer Services Directorate												
BV170b	The number of those visits to local authority funded, or part funded museums/galleries that were in person, per 1,000 population	↑	319.94 352 295	513 514	A				325 p-70	68	No	Cllr Mrs P Gibbs
BV170c	The number of pupils visiting museums and galleries in organised school groups	↑	2493 2242 3626	7294 7031	R				3200 p-640	424	Yes	Cllr Mrs P Gibbs
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	↓	- - 8%	No Data No Data					11%	No data until August 2006	Survey 1 April – July Survey 2 August – November Survey 3 Dec – March	Cllr Mrs L A Needham
BV199b	The proportion of relevant land & highways (expressed as a percentage) from which unacceptable levels of graffiti are visible.	↓	- - 1%	No Data No Data					3%	No data until August 2006		Cllr Mrs L A Needham
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	↓	- - 0%	No Data No Data					3%	No data until August 2006		Cllr Mrs L A Needham
BV226a (formerly BV177)	The total amount spent by the local authority on advice and guidance services provided by external organisations	N/A	- - £296,353	No Data No Data					£339,900	Reported annually	-	Cllr Mrs P Gibbs

APPENDIX A

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Customer Services Directorate												
BV226b	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	↑	- - 84.71%	No Data No Data					84.71%	Reported annually	-	Cllr Mrs P Gibbs
BV226c	The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	N/A	- - £293,200	No Data No Data					£293,283	Reported annually	-	Cllr Mrs P Gibbs
LPI 11 (formerly LC4)	The percentage of market stalls hired as a percentage of stalls available	↑	70% 58% 54.04%	No Data No Data	A				58%	51%	Yes	Cllr I J Knighton
LPI 12 (formerly LC5)	The percentage of emergency calls to Care-line answered in under 30 seconds	↑	87.86% 88.33% 83.41%	No Data No Data	G				80%	87.87%	Yes	Cllr Mrs Sarah Wren
LPI 13a (formerly LC7a)	The total number of hot meals served to Meals on Wheels, hostels and in luncheon clubs	↑	119,352 107,673 109,657	No Data No Data	G				96,531 p-24,132	25,643	No	Cllr Mrs Sarah Wren

APPENDIX A

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Customer Services Directorate												
LPI 13b (formerly LC7b)	The total number of frozen meals delivered by Wiltshire Farm Foods	↑	- 2,385 5,255	No Data No Data	A				5,642 p-1410	1,331	Yes	Cllr Mrs Sarah Wren
LPI 14 (formerly LC8)	The percentage of allotment plots let	↑	84% 89.6% 91%	No Data No Data	G				87% p-69%	89%	No	Cllr I J Knighton
LPI 15 (formerly LC15)	The number of swims and other leisure visits per 1000 population	↑	7,642 7,424 7,137	No Data No Data	G				7,300 p-1857	2020	Yes	Cllr I J Knighton

APPENDIX A

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Customer Services Directorate												
LPI 16a (New)	The number of hours of 'play activities', provided or facilitated by NHDC, for young people	↑	New for 2006/07	No Data No Data					No Targets approved by PARC. Therefore use data to set baseline during 2006/07	8225 hrs	No	Cllr Mrs P Gibbs
LPI 16b (New)	The percentage of 'play activities' hours utilised	↑	New for 2006/07	No Data No Data						77.02%	No	Cllr Mrs P Gibbs
LPI 17a (New)	The number of hours of 'sports activities', provided or facilitated by NHDC, for young people	↑	New for 2006/07	No Data No Data						6508 hrs	No	Cllr Mrs P Gibbs
LPI 17b (New)	The percentage of 'sports activities' hours utilised	↑	New for 2006/07	No Data No Data						92.27%	No	Cllr Mrs P Gibbs
LPI 18 (L24/25)	Percentage of letters acknowledged or actioned within 4 days	↑	New for 2006/07	No Data No Data					No targets set	No data to be reported	Yes	Cllr F J Smith
LPI 19 (formerly PE1)	The number of collections missed per 100,000 collections of household waste	↓	60.96 28.89 23.55	No Data No Data	G				32.40	14.13	Yes	Cllr Mrs L A Needham

APPENDIX A

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Customer Services Directorate												
LPI 20 (formerly PE2)	The percentage of missed collections put right within allowed time-scale	↑	96.38% 99.09% 98.35%	No Data No Data	A				99%	95.82%	Yes	Cllr Mrs L A Needham
LPI 21 (New)	The percentage of reported graffiti/Bill-Posters or Stickers removed within the allowed time-scale from verification on NHDC property.	↑	New for 2006/07	No Data No Data	G				100%	100%	No	Cllr Mrs L A Needham
LPI 22 (New)	Percentage of street cleanliness complaints put right within the time-scales allowed under EPA	↑	New for 2006/07	No Data No Data	G				99%	100%	No	Cllr Mrs L A Needham
LPI 23 (formerly PE29)	The total net spending per head of population on street cleaning	↓	£6.09 £7.31 £7.18	No Data No Data					£7.90	Annual	-	Cllr Mrs L A Needham
LPI 24 (formerly L59)	The percentage of staff receiving appraisal within the allowed time-scale	↑	77.5% 83.70% 92.23%	No Data No Data	G				100% p-26%	36.12% (147/407 staff)	No	Cllr FJ Smith
LPI 25 (formerly L61)	The percentage of new staff that have attended the half-day induction within 3 days of joining NHDC	↑	- - 68.97%	No Data No Data	A				100%	93.33% (14/15 staff)	Yes	Cllr FJ Smith

Action proposed for indicators allocated amber or red status (What we will achieve and by when)

Financial & Regulatory Services

BV76a The return for BV76a has continually improved throughout the first quarter of the year. As the seasonal holiday period began, there was a reduction in the number of referrals from all sources. However, the number of referrals will increase, and the annual target figure of 240 claimants visited per 1,000 caseload, is still achievable. This is despite a continually increasing caseload.

Although performance is currently below target, the return for performance indicator BV76d continues to exceed its target figure. This will continue, as there are a number of cases awaiting prosecution that are currently being processed by Legal Services.

BV78a & b Performance has improved due to a review of procedures and crucially, the impact of mobile working starting to have a positive affect. It is too early to tell whether this level will be maintained. The affect on performance of the summer holiday period and the challenge of having to lose staff to the CRM and provide added cover for it is still unknown. The position will be reviewed at the end of September to see whether this improved level of performance is maintained, in view of the above factors.

BV79 Due to software problems we are currently unable to provide this information. We are waiting for Northgate to provide a solution. The system will then need to be tested before any reliance can be put on the extracted data.

BV106 The reason the 50 per cent target was not achieved, is that there were 90 completions on greenfield land in the first quarter of 2006/07. These completions were all built in the NE Stevenage part of the growth area at Great Ashby and Burleigh Park in Graveley Parish. These developments are now in full flow.

The 50 per cent figure for BV106 is an annual target and at this juncture, it is not possible to accurately determine what the final outcome will be at the end of 2006/07. The fact that the target has not been achieved in quarter one does not mean that the annual target will not be met or even exceeded. However, with the announcement in June of the Panel Report into the examination of the East of England Plan, giving new figures for dwelling completions in North Herts in the period to 2021, it is now highly likely that at the next review the percentage of previously developed land (PDL) completions will have to be revised from 50 per cent to nearer 30 per cent. This is likely to be a more realistic target figure over the remaining 15 years of the East of England Plan.

BV109b & c The return for BV109c improved by the end of June, as expected. Although the return for BV109b decreased slightly, it is anticipated that the target figures for all three parts of BV109 will be achieved by the end of the second quarter of 2006/07. A detailed report will be presented to PARC in October 2006.

BV166a The performance return for BV166a remains the same as the 2005/06 year-end figure, at 82 per cent. An action plan has been developed to ensure that performance improves throughout the remainder of 2006/07 and achieves the annual target figure of 100 per cent.

BV203 The number of families in temporary accommodation increased compared to the 2005/06 average, due to an increase in the number of emergency homelessness presentations. Due to their nature, emergency homelessness presentations result in families being placed into temporary accommodation immediately. There is no time for the authority to implement its prevention initiatives or offer suitable alternative solutions. These cases differ from non-emergency homelessness presentations, where the authority has more time to work with families. In these situations, the focus is on preventing families becoming homeless or on offering solutions that do not involve the use of temporary accommodation. Cases are managed closely, and the authority continues to promote initiatives and solutions that reduce the need for temporary accommodation and minimise any length of stay.

BV213 Although the return for this performance indicator did not achieve the target figure, more emphasis continues to be placed on homelessness prevention initiatives and the results will improve throughout the remainder of the year.

BV218a & b The returns for BV218a and BV218b remain non-compliant with the definitions. This is currently being rectified; new systems are being developed to ensure that performance figures are as compliant as the current contract allows. For BV218a, 134 reports of abandoned vehicles were initially investigated by the close of business on the following working day. This was out of a total of 136 reports. For BV218b, the contractor removed 25 abandoned vehicles by the close of business on the working day following the request for removal. This was out of a total of 28 removals requested by the authority.

LPI 1b (H1b) The total number of placements in temporary accommodation increased due to the increase in emergency homelessness presentations, as detailed in the commentary for BV203. Placements are being managed closely, and the authority continues to promote initiatives and solutions that reduce the need for temporary accommodation and minimise any length of stay.

LPI 4 This new local performance indicator was introduced to monitor the provision of an effective and timely service to customers. It measures the percentage of decisions made within 21 working days, a significantly shorter period than the 33 working days measured by the previous indicator (H4). Throughout the remainder of the year, performance will continue to improve, as priority will be given to decision making on homelessness applications.

LPI 8 (PE25) On 02/03/06 PARC agreed that priority should be given to the inspection of high-risk food premises (measured by LPI7; was PE24). This was due to staff vacancies, which had temporarily reduced the authority's capacity to carry out inspections. This decision meant that the return for LPI8 would be adversely affected, in both 2005/06 and 2006/07, whilst recruitment and training was undertaken. As a result, 74 other-risk inspections were carried over from 2005/06 and added to the inspections due in 2006/07. Subsequently, the increased number of inspections has resulted in the quarterly return of 39.47 per cent. However, new staff members have now been appointed and performance has continually improved throughout the first quarter of the year. This improving trend is expected to continue throughout 2006/07, as every effort will be made to achieve the annual target figure of 95 per cent. The return for LPI7 remains at 100 per cent.

Chief Executive's Directorate

BV127a Violent crime per year per 1,000 population in the Local Authority area

This figure is slightly higher than we anticipated for this first quarter. 'Pubwatch' in Letchworth is now engaged in photo sharing with police and has agreed that if any one pub bans an individual visitor they will be banned from all participating 'Pubwatch' venues. Operation 'Strikes' have continued on the last Friday of each month; the latest one in May resulting in 5 arrests, 2 Fixed Penalty Notices, 75 alcohol seizures, with 20 'Security Identification Authorised' licensing checks of licensed premises 'door staff' by the NHDC Licensing Officer.

LPI 18 (L24/25) The percentage of letters responded to within 4 working days and The percentage of letters acknowledged within 4 days and given a full reply within 10 working days

This report does not include any data for LPI 18 'Letter Monitoring'. The collection of this data has been inconsistent throughout the authority and therefore data is not available for this report. Officers are seeking to ensure the new Document Management System will measure our response performance to letters received by the council.

Customer Services Directorate

BV11b 0% is a continuation from the end of 2004/05, as no individuals with ethnic minority backgrounds have been appointed to senior positions during 2005/06, or the first quarter of 2006/07. Turnover in this group is low.

BV11c No individuals employed in senior positions have declared disabilities and turnover in this group is extremely low.

BV12 Although slightly above target there has been a gradual improvement during the first quarter. Continued good management of long-term absence and use of the Attendance management policy for short-term absence should provide continued improvements to meet the year end target.

BV16 We are close to target and shortly will be carrying out an update of all staff personal details. We continue to positively recruit for disabled staff.

BV17 As with the last 9 months of 2005/06 this indicator stays at 'amber', this is an improvement from 2004/05. We are currently working on ways of attracting more candidates from minority backgrounds and aim to meet the year-end target.

BV82a Although the recycling tonnage is slightly lower than the profiled target for this quarter, it shows growth against the same period last year (2149) and we expect to meet the year end targets as detailed in the Waste Management presentation made to PARC 22.6.06.

BV170c With the learning officer in post from 1 July this indicator will see a marked increase over the next 3 months.

LPI 11 (LC4) Utilisation of available market stalls is 5% down on last month and 4% down year to date. We are currently 8% below target.

PARC (7.9.06)

Full Council have agreed a significant reduction to stall charges for Hitchin market, Tuesday and Saturday, on a trial period for six months. The aim is to increase utilisation. This will be introduced at the start of period 6 (8th Aug 06).

The breakdown for stall utilisation during the first quarter of 2006/07 is as follows:

	Stall Utilisation	Max Stalls (per month)
• Royston Saturday	60%	60
• Royston Wednesday	51%	60
• Hitchin Tuesday	45%	210
• Hitchin Friday	42%	210
• Hitchin Saturday	63%	210

LPI 12 (LC5) Continued progress is being made to embed the new calls handling software. However, Herts County Council have yet to start installing Assistive Technology equipment, officers anticipate the calls from which are likely to be more complex and therefore we are expecting a reduction in our call acceptance performance later in the year.

LPI 13b (LC7b) Although the demand for frozen meals is slightly lower than the profiled target for this quarter, it shows more than a 30% growth against the same period last year (1017).

LPI 15 (LC15) Swims and other leisure visits per 1000 population is split as follows:

	2006/07	2005/06	
• NHLC	809.32	790.56	↑
• Fearnhill*	28.99	39.60	↓
• Letchworth Outdoor	70.78	63.46	↑
• Hitchin Swim Centre**	574.50	506.53	↑
• Archers*	115.36	151.13	↓
• Royston LC	421.46	-----	-

*Gym visits

** Includes indoor and outdoor pools

LPI 19/20 (PE1/PE2) The actual number of missed bins not put right within the allowed time-scale equates to 10 out of 245 missed during the April – June quarter. The largest increase of missed bins occurred in May during which time the number of bins for collection increased dramatically due to the expansion of the brown bin scheme. Discussions are ongoing with the contractor to improve performance.

LPI 25 (L61) 1 person attended a late induction in May due to annual leave

Financial & Regulatory Services Directorate

BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV8	The percentage of invoices for commercial goods & services paid by the authority within 30 days of receipt or within the agreed payment terms.	Barrie Jones	R Cooper	Cllr T Hone
BV9	The percentage of council tax collected by the authority in the year.	H Crompton	M Scanes	Cllr T Hone
BV10	The percentage of non-domestic rates collected.	H Crompton	M Scanes	Cllr T Hone
BV64	The number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.	Andy Godman	A Davey	Cllr Mrs Sarah Wren
BV76a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload.	H Crompton	Roy Foster	Cllr T Hone
BV76b	The number of fraud investigators employed by the local authority, per 1,000 caseload.	H Crompton	Roy Foster	Cllr T Hone
BV76c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the local authority per year, per 1,000 caseload.	H Crompton	Roy Foster	Cllr T Hone
BV76d	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.	H Crompton	Roy Foster	Cllr T Hone
BV78a	The average processing time taken for all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the local authority, for which the date of decision is within the financial year being reported.	H Crompton	M Scanes	Cllr T Hone
BV78b	The average processing time taken for all written notifications to the local authority of changes to a claimant's circumstance that require a new decision on behalf of the authority.	H Crompton	M Scanes	Cllr T Hone
BV79a	The percentage of cases within a random sample for which the authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.	H Crompton	M Scanes	Cllr T Hone
BV79b (i)	The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of all HB overpayments during that period.	H Crompton	M Scanes	Cllr T Hone
BV79b (ii)	Housing Benefit (HB) overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	H Crompton	M Scanes	Cllr T Hone
BV79b (iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.	H Crompton	M Scanes	Cllr T Hone
BV80	Benefits Survey 2006/07 – satisfaction with the Benefit Service (previously conducted in 2003/04).	H Crompton	A Hawkins	Cllr T Hone
BV106	The percentage of new homes built on previously developed land.	David Scholes	Andy Beavan	Cllr RAC Thake

Financial & Regulatory Services Directorate

BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV109a	The percentage of major applications determined within 13 weeks.	David Scholes	M Caldwell	Cllr RAC Thake
BV109b	The percentage of minor applications determined within 8 weeks.	David Scholes	M Caldwell	Cllr RAC Thake
BV109c	The percentage of 'other' applications determined within 8 weeks.	David Scholes	M Caldwell	Cllr RAC Thake
BV111	Planning Survey 2006/07 – the percentage of planning applicants satisfied with the service received (previously conducted in 2003/04).	David Scholes	A Hawkins	Cllr RAC Thake
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	Barrie Jones	Jim Turner	Cllr T Hone
BV166	The local authority's score against a checklist of best practice for environmental health.	Andy Godman	Andy Godman	Cllr Mrs Sarah Wren
BV183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	Andy Godman	G Silverio	Cllr Mrs L A Needham
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	David Scholes	Andy Beavan	Cllr RAC Thake
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	David Scholes	Andy Beavan	Cllr RAC Thake
BV200c	Did the local planning authority publish an annual report by 31 st December each year?	David Scholes	Andy Beavan	Cllr RAC Thake
BV202	The number of people sleeping rough on a single night within the area of the authority.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
BV203	The percentage change in the average number of families placed in temporary accommodation.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	David Scholes	M Caldwell	Cllr RAC Thake
BV205	The local authority's score against a 'quality of planning services' checklist.	David Scholes	M Caldwell	Cllr RAC Thake
BV213	The number of households who considered themselves as homeless, who approached the local housing authority's housing advice service, and for whom housing advice casework intervention resolved their situation.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
BV214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren

Financial & Regulatory Services Directorate

BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV216a	The number of 'sites of potential concern' [within the local authority area], with respect to land contamination.	Andy Godman	Victor Quashie	Cllr RAC Thake
BV216b	The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	Andy Godman	Victor Quashie	Cllr RAC Thake
BV217	The percentage of pollution control improvements to existing installations completed on time.	Andy Godman	Victor Quashie	Cllr Mrs Sarah Wren
BV218a	The percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	Andy Godman	G Silverio	Cllr Mrs Sarah Wren
BV218b	The percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle.	Andy Godman	G Silverio	Cllr Mrs Sarah Wren
BV219a	The total number of conservation areas in the local authority area.	David Scholes	Mary Caldwell	Cllr RAC Thake
BV219b	The percentage of conservation areas in the local authority area with an up-to-date character appraisal.	David Scholes	Mary Caldwell	Cllr RAC Thake
BV219c	The percentage of conservation areas with published management proposals.	David Scholes	Mary Caldwell	Cllr RAC Thake
LPI 1a (formerly H1a)	The number of placements at end of period in bed and breakfast accommodation.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
LPI 1b (formerly H1b)	The number of placements at end of period in other temporary accommodation.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
LPI 2 (formerly H2)	The percentage of applications for the housing register to receive a decision within 5 working days once all information is received.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
LPI 3 (formerly H3)	New housing in social sector.	Andy Godman	Alan Davey	Cllr Mrs Sarah Wren
LPI 4	Homeless decisions made within 33 days.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
LPI5 (formerly H6)	The number of reported incidences of rough sleeping in the district.	Andy Godman	M Lawrence	Cllr Mrs Sarah Wren
LPI6 (formerly PE14)	The percentage of Environmental Health service requests that received an initial response within three working days of the initial contact date.	Andy Godman	Caroline Speck	Cllr Mrs Sarah Wren
LPI7 (formerly PE24)	The percentage of high-risk food premises programmed for inspection in the monitoring period, which were actually inspected by the authority.	Andy Godman	A Sills	Cllr Mrs Sarah Wren
LPI8 (formerly PE25)	The percentage of other-risk food premises programmed for inspection in the monitoring period, which were actually inspected by the authority.	Andy Godman	A Sills	Cllr Mrs Sarah Wren

Financial & Regulatory Services Directorate

BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
LPI9 (formerly PE30)	Building control quality and performance matrix score.	David Scholes	S Wilcock	Cllr RAC Thake
LPI10 (formerly PE32)	The percentage of Environmental Health customers who completed a customer survey questionnaire within the monitoring period, and rated the service received as very good or good.	Andy Godman	Caroline Speck	Cllr Mrs Sarah Wren

Chief Executive Directorate

BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV2a	The level of the Equality Standard for Local Government to which the Authority conforms in respect of gender, race and disability.	Liz Green	Martin Fountain	Cllr A D Young
BV2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	Liz Green	Martin Fountain	Cllr A D Young
BV3	The percentage of citizens satisfied with the overall services provided by their authority	John Campbell	Ashley Hawkins	Cllr F J Smith
BV4	The percentage of those making complaints satisfied with the handling of those complaints	Lynn Saville	Ashley Hawkins	Cllr F J Smith
BV126	Domestic Burglaries per year, per 1000 households in the Local Authority area	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV127a	Violent crime per year per 1,000 population in the Local Authority area	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV127b	Robberies per year per 1,000 population in the Local Authority area	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV175	The percentage of racial incidents reported to the Local Authority that resulted in further action.	Liz Green	Michael Nadasdy	Cllr Mrs P Gibbs
BV225 (BV176)	Actions against domestic violence. The percentage of questions from a list of 11 to which the local authority can answer yes.	Liz Green	Michael Nadasdy	Cllr Mrs Sarah Wren
LPI 18 (L24/25)	Percentage of letters acknowledged or actioned within 4 days	Lynn Saville	Neil Sloper	Cllr F J Smith

Customer Services Directorate				
BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV11a	The percentage of the top paid 5% of local authority staff who are women	K Shorrocks	C Gray	Cllr FJ Smith
BV11b	The percentage of the top 5% of local authority staff who are from an ethnic minority	K Shorrocks	C Gray	Cllr FJ Smith
BV11c	The percentage of the top paid 5% of local authority staff who have a disability.	K Shorrocks	C Gray	Cllr FJ Smith
BV12	The number of working days/shifts lost to the local authority due to sickness absence per employee	K Shorrocks	C Gray	Cllr FJ Smith
BV14	The percentage of local authority employees retiring early (excluding ill health retirements) as a percentage of the total work force.	K Shorrocks	C Gray	Cllr FJ Smith
BV15	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total work force	K Shorrocks	C Gray	Cllr FJ Smith
BV16a	The percentage of local authority employees with a disability	K Shorrocks	C Gray	Cllr FJ Smith
BV16b	The percentage of the economically active population in the local authority area who have a disability	K Shorrocks	C Gray	Cllr FJ Smith
BV17a	The percentage of the local authority employees from ethnic minority communities	K Shorrocks	C Gray	Cllr FJ Smith
BV17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area	K Shorrocks	C Gray	Cllr FJ Smith
BV82a i)	The percentage of household waste arising which have been sent by the authority for recycling	V Watson	Jo Lines	Cllr Mrs L A Needham
BV82a ii)	Total tonnage of household waste arising which have been sent by the authority for recycling	V Watson	Jo Lines	Cllr Mrs L A Needham
BV82b i)	The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion	V Watson	Jo Lines	Cllr Mrs L A Needham
BV82b ii)	The tonnage of household waste sent in by the authority for composting or treatment by anaerobic digestion	V Watson	Jo Lines	Cllr Mrs L A Needham
BV84a	The number of kilograms of household waste collected per head of the population	V Watson	Jo Lines	Cllr Mrs L A Needham
BV84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	V Watson	Jo Lines	Cllr Mrs L A Needham
BV86	The cost of household waste collection per household	V Watson	S Smither	Cllr Mrs L A Needham
BV89	The percentage of people satisfied with the cleanliness standard in their area	V Watson	A Hawkins	Cllr Mrs L A Needham
BV90a	The percentage of people satisfied household waste collection	V Watson	A Hawkins	Cllr Mrs L A Needham
BV90b	The percentage of people satisfied with waste recycling	V Watson	A Hawkins	Cllr Mrs L A Needham
BV91a	The percentage of households resident in the authority's area served by kerbside collection of recyclables	V Watson	Jo Lines	Cllr Mrs L A Needham

Customer Services Directorate				
BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
BV91b	The percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	V Watson	Jo Lines	Cllr Mrs L A Needham
BV119a	The % of residents satisfied with the local authorities cultural services - sports and leisure facilities	L Saville	A Hawkins	Cllr I J Knighton
BV119b	The % of residents satisfied with the local authorities cultural services - libraries	L Saville	A Hawkins	Cllr I J Knighton
BV119c	The % of residents satisfied with the local authorities cultural services - museums	L Saville	A Hawkins	Cllr I J Knighton
BV119d	The % of residents satisfied with the local authorities cultural services - arts activities and venues	L Saville	A Hawkins	Cllr I J Knighton
BV119e	The % of residents satisfied with the local authorities cultural services - parks and open spaces	L Saville	A Hawkins	Cllr I J Knighton
BV170a	The number of visits to/usage's of local authority funded or part-funded museums/galleries per 1,000 population	P Candler	R Allwood/K Matthews	Cllr Mrs P Gibbs
BV170b	The number of those visits to local authority funded, or part funded museums/galleries that were in person, per 1,000 population	P Candler	R Allwood/K Matthews	Cllr Mrs P Gibbs
BV170c	The number of pupils visiting museums and galleries in organised school groups	P Candler	R Allwood/K Matthews	Cllr Mrs P Gibbs
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	V Watson	Jo Lines	Cllr Mrs L A Needham
BV199b	The proportion of relevant land & highways (expressed as a percentage) from which unacceptable levels of graffiti are visible.	V Watson	Jo Lines	Cllr Mrs L A Needham
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	V Watson	Jo Lines	Cllr Mrs L A Needham
BV226a (formerly BV177)	The total amount spent by the local authority on advice and guidance services provided by external organisations	P Candler	P Candler	Cllr Mrs P Gibbs
BV226b	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	P Candler	P Candler	Cllr Mrs P Gibbs
BV226c	The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	P Candler	P Candler	Cllr Mrs P Gibbs
LPI 11 (formerly LC4)	The percentage of market stalls hired as a percentage of stalls available	V Watson	S Crowley	Cllr I J Knighton

Customer Services Directorate				
BVPI	Description	Responsible Officer	Collection Officer	Portfolio Holder
LPI 12 (formerly LC5)	The percentage of emergency calls to Care-line answered in under 30 seconds	L Saville	TBA	Cllr Mrs Sarah Wren
LPI 13A (formerly LC7a)	The total number of hot meals served to Meals on Wheels, hostels and in luncheon clubs	L Saville	T Welch	Cllr Mrs Sarah Wren
LPI 13B (formerly LC7b)	The total number of frozen meals delivered by Wiltshire Farm Foods	L Saville	T Welch	Cllr Mrs Sarah Wren
LPI 14 (formerly LC8)	The percentage of allotment plots let	V Watson	S Geach	Cllr I J Knighton
LPI 15 (formerly LC15)	The number of swims and other leisure visits per 1000 population	V Watson	S Crowley	Cllr I J Knighton
LPI 16A (New)	The number of hours of 'play activities', provided or facilitated by NHDC, for young people	P Candler	T Stephen	Cllr Mrs P Gibbs
LPI 16B (New)	The percentage of 'play activities' hours utilised	P Candler	T Stephen	Cllr Mrs P Gibbs
LPI 17A (New)	The number of hours of 'sports activities', provided or facilitated by NHDC, for young people	P Candler	T Stephen	Cllr Mrs P Gibbs
LPI 17B (New)	The percentage of 'sports activities' hours utilised	P Candler	T Stephen	Cllr Mrs P Gibbs
LPI 19 (formerly PE1)	The number of collections missed per 100,000 collections of household waste	V Watson	Jo Lines	Cllr Mrs L A Needham
LPI 20 (formerly PE2)	The percentage of missed collections put right within allowed time-scale	V Watson	Jo Lines	Cllr Mrs L A Needham
LPI 21 (New)	The percentage of reported graffiti/Bill-Posters or Stickers removed within the allowed time-scale from verification on NHDC property.	V Watson	Jo Lines	Cllr Mrs L A Needham
LPI 22 (New)	Percentage of street cleanliness complaints put right within the time-scales allowed under EPA	V Watson	Jo Lines	Cllr Mrs L A Needham
LPI 23 (formerly PE29)	The total net spending per head of population on street cleaning	V Watson	S Smither	Cllr Mrs L A Needham
LPI 24 (formerly L59)	The percentage of staff receiving appraisal within the allowed time-scale	K Shorrocks	S Barr	Cllr FJ Smith
LPI 25 (formerly L61)	The percentage of new staff that have attended the half-day induction within 3 days of joining NHDC	K Shorrocks	K Newman	Cllr FJ Smith

BVPI 183b recovery action plan – endorsed by PARC on 2 September 2004

BVPI RECOVERY PLAN PROFORMA

Service Area: Housing Needs

BVPI	Description
BV183	Average length of stay in i) B&B accommodation ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.

2003/04 Actual	2004/05 Target	2005/06 Target	2006/07 Target	April	May	June	July
i) 3 weeks ii) 41 weeks	i) 0 weeks ii) 40 weeks	i) 0 weeks ii) 35 weeks	i) 0 weeks ii) 30 weeks	i) 0 weeks ii) 64 weeks	i) 0 weeks ii) 51.5 weeks	i) 0 weeks ii) 53 weeks	i) 0 weeks ii) 61 weeks

ACTION PLAN

This action plan has been produced to highlight and structure various functions that influence the reporting of this BVPI. The recent returns have exceeded the target and as a result various measures have, or will, be implemented to reduce the length of stay in temporary accommodation for homeless households.

The timing of this action plan coincides with the implementation of a Common Housing Register in North Herts. This also introduces a new NHDC allocation policy and with it increased choice for applicants. It is anticipated that this will have a large bearing on homeless households, and will contribute to ensuring a shorter stay in temporary accommodation.

BVPI 183b recovery action plan – endorsed by PARC on 2 September 2004

PROPOSED ACTION	RESPONSIBLE OFFICER	TIMESCALE	DESIRED OUTCOME
1. Closer monitoring of rent arrears in temporary accommodation. Liaison between NHH, NHDC & floating support (HYHG & Aldwyck H. A.).	Housing Needs Supervisor Homelessness & Housing Advice Supervisor	Implement immediately and ongoing	Less households falling into rent arrears and missing offers of permanent accommodation.
2. Applications bypassed on Housing Register due to tenancy problems. Officer to notify homelessness & housing advice to enable early intervention.	Housing Needs Supervisor Homelessness & Housing Advice Supervisor	Implement immediately and ongoing	Less households experiencing tenancy difficulties that prevent their permanent re-housing.
3. Housing needs officer to target those in temporary accommodation longest.	Housing Needs Supervisor	End November 2004	Highlight any ongoing problems with rehousing, for example, limited areas or medical needs, and work with client to minimise wait for permanent housing.
4. Information on location of suitable properties to be made available to those in temporary accommodation (areas where majority of stock available).	Housing Needs Supervisor	End November 2004	Enable tenants to consider alternative areas and increase their chances of rehousing.
5. Implement surgeries at hostels – give advice & feedback across organisations e.g. NHDC, NHH & Aldwyck H.A.	Housing Needs Supervisor Homelessness & Housing Advice Supervisor	End November 2004	Improved awareness and choice for clients and also the opportunity to resolve problems and ensure appropriate support is offered.
6. Implementation of new Common Housing Register.	Housing Needs Supervisor Homelessness & Housing Advice Supervisor	End September 2004	New property and area choice allied with the one offer criteria should alleviate time spent in temporary accommodation for homeless households.

BVPI 183b recovery action plan and performance update – 14 August 2006

BVPI 183b measures the average length of stay in shared hostels of families who have children or are pregnant. The performance returns only include households that have actually left temporary accommodation.

On 2 September 2004, PARC endorsed the recovery action plan for BVPI 183b. At this time, the latest performance return for the indicator was 61 weeks (July 2004) and the traffic light status was consistently 'red'. The action plan introduced measures that were designed to improve performance.

The subsequent year-end return for 2004/05 was 44.60 weeks, which resulted in an amber traffic light status. This represented a significant improvement in performance, compared to the position when the recovery action plan was endorsed. However, it was recognised that the recovery actions needed to continue to ensure that the performance of BVPI 183b improved further.

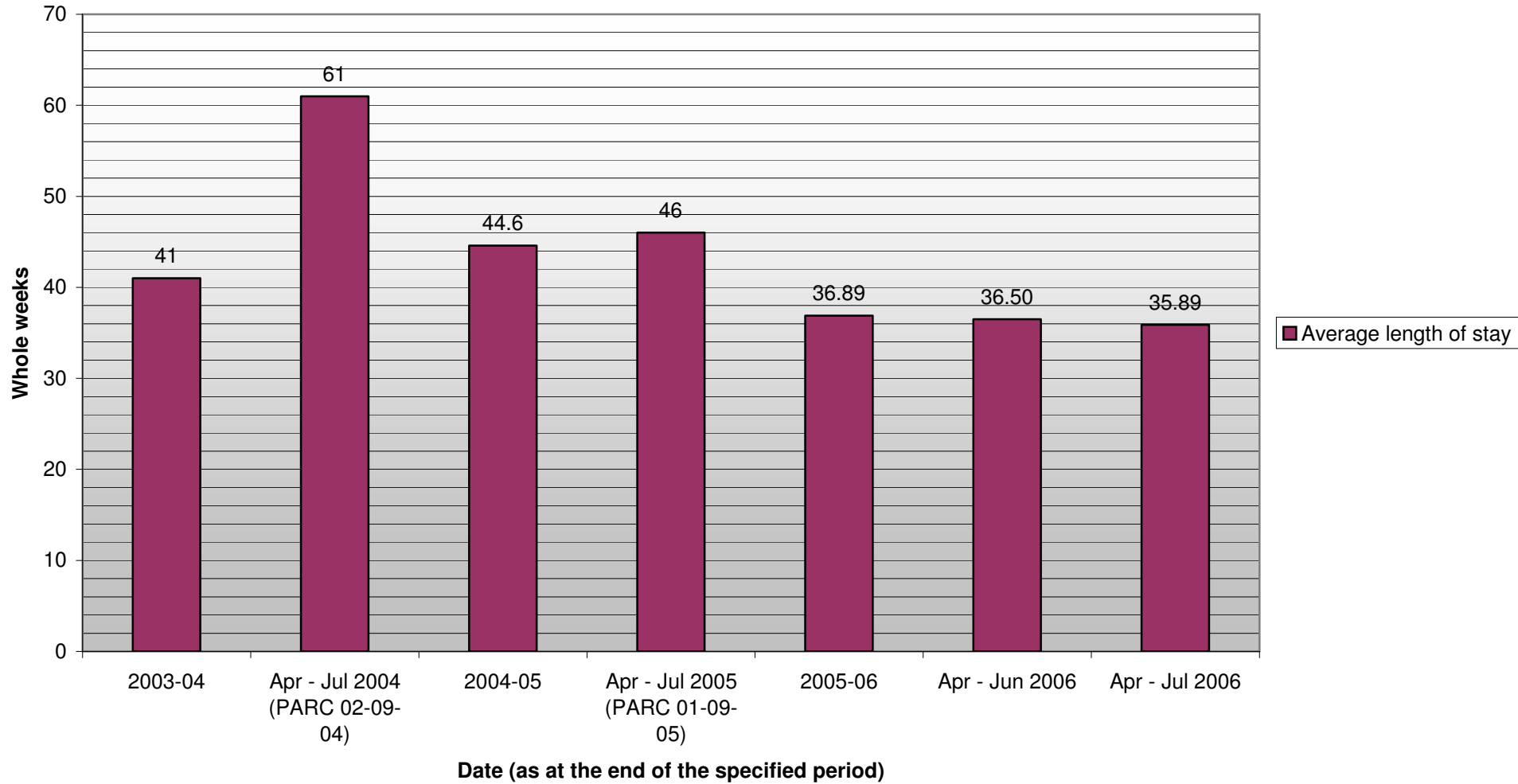
A progress report was presented to PARC on 1 September 2005. At this time the performance return for BVPI 183b had increased slightly to 46 weeks (July 2005), and the committee agreed that the recovery action plan should remain in place and also requested quarterly updates.

However, the year-end return for 2005/06 improved significantly to 36.89 weeks. Although this only resulted in an amber traffic light status, it represented a considerable achievement and illustrated the positive impact of the recovery action plan and the substantial progress that had been made.

This improving trend has continued in 2006/07, with an average length of stay of 36.50 weeks for the first quarter of the year. This return resulted in a green traffic light status, as the annual target figure is 38 weeks. The performance figure for the period April to July 2006 has improved even further, to 35.89 weeks.

The above improvements, which have been achieved since PARC's endorsement of the recovery action plan, are illustrated in the following chart.

BVPI 183b - Average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need



The chart shows that the performance of BVPI 183b has improved significantly since the recovery action plan was endorsed. The return for the period April to July 2006 has improved by over 25 weeks compared to the same period in 2004. All of the improvement measures implemented have been successfully embedded into standard working practices.

The effect of actively assisting these households has resulted in many families with extended lengths of stay moving in to permanent housing. Although this is a positive result, when this happens the average figure reported for BVPI 183b can be increased significantly. The recovery action plan has introduced improvements that are now helping to absorb these longer stays.

As explained in the previous quarterly updates, a number of households limit their chances of being offered permanent accommodation by choosing limited areas or property types. Other families, with rent arrears, also have limited chances of being offered permanent housing.

The current target figure of 38 weeks provides a challenging, but achievable, average length of stay. It enables the authority to make every effort to limit stays in hostel accommodation for homeless households, whilst being able to offer a customer focussed service.

It is recommended that the measures included in the recovery action plan should now be 'signed off' as complete. This is due to the significant improvements that have been achieved following their successful implementation and the fact that they have been successfully embedded into standard working practices.

Although the recovery action plan will be complete and quarterly updates will no longer be required, PARC will continue to monitor the performance of BVPI 183b on a regular basis, via the monthly high-level indicator reports.

TITLE OF REPORT: LOCAL PERFORMANCE INDICATOR 124 – MONITORING OF PROPOSALS

REPORT OF THE HEAD OF HUMAN RESOURCES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the actions already taken to address the poor performance in relation to the Local Performance Indicator LPI24. It will also provide a summary of current arrangements and proposed actions and recommendations for the future.

2. FORWARD PLAN

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

3. BACKGROUND**3.1 The Purpose of Appraisals**

The purpose of the appraisal process is to:

- Formally review an individual's performance and learning and development for the previous year
- Agree objectives, actions and targets for the forthcoming year in alignment with those for the department and NHDC as a whole
- Establish learning and development requirements in order for the individual to achieve these objectives

3.2 What is LPI24

The LPI24 measures the percentage of staff employed by North Hertfordshire District Council (excluding staff employed for less than 6 months, self employed, long term sick, maternity leave and agency staff) receiving appraisal within the allowed time-scale.

The appraisal cycle is currently between April and June. However, to enable people the opportunity to record last minute interviews, the date that completed and signed forms need to be received by Human Resources is 26th July each year.

3.3 Reporting LPI24

The Human Resources team is responsible for logging this information and reporting on the performance.

The performance in relation to this performance indicator is regularly reported on at several levels:

- Human Resource Management Team Meetings
- Directorate Department Management Team Meetings
- Corporate Management Team Meetings
- PARC

3.4 **Process Review Workshop**

It is clear from these reports, that the performance in relation to this indicator has been disappointing.

In preparation for the 2006 appraisal round, an appraisal process review workshop was arranged in February 2006. The aim of this workshop was to identify potential solutions for improving the appraisal process.

This workshop was well attended by nearly 30 officers from across the Council, and a number of useful suggestions were made.

It was agreed that it would not be timely to implement all of these suggestions for the 2006 cycle of appraisals.

However it was felt that some of the 'quick wins' should be implemented immediately.

For example:

- Reduce the number of people who are involved in the complete process from start to finish
- Reduce the number of completed appraisal form copies required
- Remove the requirement for forms to be typed
- Where necessary staff appraisals to proceed if their manager's is delayed.

3.5 **Learning Management IT System**

One of the key reasons for the decision to delay implementing some of the suggestions from the process review workshop was that there were plans to procure a learning management IT system (now procured).

This system will potentially provide the functionality to implement some of the suggestions made by the group.

3.6 **Learning and Development**

Training on the NHDC appraisal process is core training for all officers.

Conducting effective appraisals is core training for all managers. Regular workshops are arranged for both of these.

When there has been insufficient delegates for a workshop, coaching sessions have also been arranged.

There are also flexible, open learning solutions available, which can also be used to refresh existing skills and knowledge.

3.7 **Communications**

There is a high level of general communication regarding appraisals in both verbal and written formats.

For example:

- Frequently asked questions about appraisals are available on the Intranet

- Regular Intranet message board updates and hyperlinks are prepared
- All appraisal documentation is available on the Intranet
- Updates by HR at Department Team Meetings
- Appraisal briefings by HR at Department team meetings
- Individual Managers are contacted by HR to discuss any issues (as highlighted by the performance reporting)

3.8 **Current performance**

At the time of writing this report it was clear that although the number of completed appraisals returned to Human Resources would not meet the target of 100%, there has been a significant improvement on the previous year. For example, in June 05 29.73% of completed appraisal forms had been logged by Human Resources. In June 06 this was 36.12.

Based on this, it is anticipated that the performance will improve considerably when the actions outlined later in this report are implemented.

4. **MONITORING APPRAISALS**

- 4.1 This performance indicator is a key method for monitoring the implementation of the appraisal process. As previously mentioned, signed and completed appraisal forms are sent to Human Resources to be logged.

However there are additional processes in place to monitor the outcomes of appraisals.

- 4.2 After the appraisal has been logged by Human Resources, the learning and development function will extract the information from the personal development plan part of the appraisal. This is then used to arrange appropriate learning and development activities. It is also used to help development other learning and development interventions and strategies.
- 4.3 As outlined in the actions later in this report, 1:1s should take place at least bi-monthly between officers and their line managers. These should be used to informally review the outcomes of appraisals. A 1:1 policy is currently being drafted to ensure there is consistency in the implementation of these 1:1s. Part of the appraisal policy is that Managers can have a 6 monthly formal review of the outcomes from their appraisal.
- 4.4 A new learning management IT system has recently being procured. It is anticipated that this will have the functionality and the reporting capabilities to improve monitoring of the outcomes of appraisals.
- 4.5 In addition to LPI24, there are performance indicators designed to ensure the learning and development outcomes from the appraisal are followed up in a timely way.

For example:

- Learning events organised within 2 weeks of waiting list filled
- Alternative learning events arranged for officers on waiting lists for over 6 months
- Other performance indicators to ensure that L&D is responded to in a timely way

5. ISSUES AND PROPOSED ACTIONS

Issues	Proposed Actions	Additional Information
No implications for managers who do not implement appraisals	<ol style="list-style-type: none"> 1. Include the implementation of appraisals in managers job descriptions 2. Develop the existing competency framework to incorporate the appraisal process 	
Lack of perceived value or priority by some managers	<ol style="list-style-type: none"> 1. Increase emphasis on Senior Management commitment to the process and reduce perception that the process is 'owned' by HR For example: <ul style="list-style-type: none"> - Centralised logging of appraisal interview dates - Communications from Senior Managers about the process - Updates on progress of LPI24 by Directors and Heads of Service 	<ol style="list-style-type: none"> 1. Research shows that the problems with appraisals have been due to its operation as a process that is perceived to be owned by HR.
Process can be time consuming	<ol style="list-style-type: none"> 1. Exploit the functionality of the new Learning Management IT System in terms of reducing bureaucracy and improving efficiency of the process 2. Implement one to one policy 	<ol style="list-style-type: none"> 2. Managers should be arranging regular one to ones with the individuals in their team. However there is evidence that this not consistent. Regular informal reviews will decrease the emphasis on the formal appraisal and it is therefore likely to be less time consuming.

Issues	Proposed Actions	Additional Information
Some people feel the process is complicated	1. Exploit the functionality of the new Learning Management IT System in terms of reducing bureaucracy and improving efficiency of the process	
Managers in open plan offices have difficulties finding a venue	1. Liaise with Managers who have their own offices	
Temporary officers are not appraised	1. Implement regular one to ones meetings 2. Temporary officers who are employed for more than 6 months should have an appraisal	1. A policy is being developed to address the issues regarding consistency of managers having one to ones with the individuals in their teams. This policy will outline an agenda for these meetings and stipulate that they should be recorded.
Delays to Senior Manager appraisals and the availability of objectives	1. Sub-ordinates appraisals should go ahead when Senior Managers appraisals are unavoidably delayed 2. Senior Managers to ensure that objectives are available to the appraisers	1. This is already within the existing guidelines
Ability to implement appraisals	1. Implement managers skills audit in line with existing people strategy and learning and development plan	
Appraisal outcomes not followed-up	1. Regularly review appraisal outcomes at ones to ones	
Timing of appraisal cycle is inappropriate and not long enough	1. Ensure appraisal cycle is aligned with the corporate planning process 2. Extend the appraisal programme cycle by one month i.e. April - July	
Completed appraisal forms are not returned to HR and therefore not logged	1. Exploit the functionality of the new learning management IT system for this purpose	1. All officers will be able to access this new IT system and log information on it

6. LEGAL IMPLICATIONS

- 6.1 Essential Learning and Development requirements may not be identified if appraisals are not done or are ineffective and officers may not have the appropriate skills and knowledge to comply with legislation e.g. health and safety, data protection, equalities and diversity.

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7. FINANCIAL AND RISK IMPLICATIONS

- 7.1 There are potential costs if appraisals are not done or are ineffective in terms of staff turnover, recruitment and selection, employee relations, poor performance.

8. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 8.1 Failure to effectively implement the appraisal process could lead to inequalities in terms of access to learning and development opportunities.

9. RECOMMENDATION

- 9.1 It is recommended that all the proposed actions, outlined in section 4, be implemented.

10. REASONS FOR RECOMMENDATION

There are considerable benefits attributed to a consistent and effective appraisal process.

- Ensures officers understand what is expected of them and how they contribute to the success of their department and NHDC as a whole
- Provides an infrastructure for reviewing and agreeing objectives and agreeing targets
- Helps to identify strengths and weaknesses and outlining appropriate actions to address and optimise these e.g. learning and development activities, opportunities for succession planning
- Encourages communications between managers and their sub-ordinates, which can lead to improved performance and morale as well as reduced costs in terms of staff absence, turnover and employee relations cases.

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11. APPENDICES

- 11.1 None

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

REPORT OF THE HEAD OF HUMAN RESOURCES

1. PURPOSE OF REPORT

- 1.1 To gain endorsement of the revised corporate action plan 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 At the PARC meeting in July 2006 the committee requested that the staff survey corporate action plan be presented at the next meeting of PARC incorporating, specific targets and objectives for the areas of development listed in the action plan. Officers were also requested to discuss with the Property Services Manager the allocated budgets associated with works under office accommodation and confirm that any expenditure is included either in the 2006-2007 budget or will be included in the Service and Financial Planning Process for 2007-2008.

- 3.2 At the July meeting the Consultation Officer advised the committee of the following key areas of the 2005 staff survey where an improvement had been shown this included:

- * Overall satisfaction with job
- * Satisfaction with the 3Cs procedure
- * Satisfaction with opportunity for career development
- * Satisfaction with basic pay
- * Satisfaction with training and development
- * Receiving annual appraisals
- * Receiving praise for good work

- 3.3 However, the CO confirmed that there had been four main areas of concern that staff had highlighted in their replies these were:

- * Communication between Directorates: 22% of respondents considered that inter-directorate communication had not improved from 2003.
- * Office accommodation: Levels of satisfaction had fallen in 11 of the 17 elements in the workplace, satisfaction with meeting rooms fell by 19%, satisfaction with quiet working areas fell by 4% and satisfaction with the provision of filing and storage facilities fell by 5%.

* Handling difficult customers: 28% of respondents requested more training.

- 3.4 Two other areas were discussed these were communications between each directorate and the link between members and 'putting people first standards'. The committee were advised that in response to the previous action plan, team talk had been revised to update staff on key messages of importance from each directorate and the launch of the intranet was set to improve this further. The committee were advised that many staff did not have contact with Councillors in their normal duties and consequently the low figure should not be taken as evidence that NHDC Councillors were not participating in 'putting people first'.

4. 2005 STAFF SURVEY ACTION PLAN

- 4.1 The corporate action plan has been updated to reflect the comments raised at the last meeting. The previous proposed action plan and the report to PARC of 20th July are attached as Appendices B and C of this report.
- 4.2 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 will continue until the next staff survey is carried out in December 2007. Heads of Service plans will be monitored via the team meeting process and also by Human Resources.
- 4.3 The key corporate actions from the Staff Survey be widely publicised to staff through articles in NHDC News, Team Talk and through the JSCC and SCF. A section has also been set up within the consultation pages on the Intranet specifically for the Staff Survey 2005.

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. Most actions relating to office accommodation have been funded from existing revenue or capital budgets, future works relating to office redecoration are accommodated within annual maintenance budgets.
- 6.2 Key office accommodation projects programmed for this financial year are associated with the service@north-herts programme or current or future savings targets and efficiencies as follows:
- Customer Service Centre, ground floor main office, incorporating single reception facility for all Council services.
 - Conversion of Town Lodge ground floor reception to new centralised post and document management processing facility.
 - Relocation of staff as part of Directorate restructures and the two main conversions listed above.
 - Relocation of staff from the Spirella as part of current year's savings target, £65k.
 - Improved security arrangements at the Main Council Offices.

- Review of office cleaning and caretaking services.
- 6.3 Ensuring that we listen to and respond to our staff is one of the ways to reduce the Top Risk of Recruitment and Retention. In addition it is also included as a treatment for the risk of 'promoting equality and diversity'.

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

- 7.1 Not applicable.

8. RECOMMENDATIONS

- 8.1 PARC endorse the revised 2005 Staff Survey Action Plan as detailed in Appendix A.

9. REASONS FOR RECOMMENDATIONS

- 9.1 The action planning process and implementation of agreed actions 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.

10. ALTERNATIVE OPTIONS CONSIDERED

- 10.1 Not applicable.

11. APPENDICES

- 11.1 Appendix A – 2005 Revised Staff Survey Action Plan
11.2 Appendix B – Report to Parc July 2006
11.3 Appendix C - Staff Survey Corporate Action Plan

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13. BACKGROUND PAPERS

- 13.1 Staff Survey Written Report (Available on request)

APPENDIX A: 2005 REVISED STAFF SURVEY ACTION PLAN

Problem	Solution	Target 08 Survey	Lead Officer	Target Date	Progress	Cost
<p><i>Communications</i></p> <p>Only 18% of staff agree that Communications are good between different directorates</p>	<p>Communications Group to be set up to develop cross-directorate working and sharing of information to ensure that key directorate messages are fed into NHDC News, Outlook and local press.</p>	30%	Head of Communications	Jul 06	Implemented	It is anticipated that this would be covered by existing budgets
<p>Only 18% of staff agree that communications are good between different directorates</p>	<p>Regular feature in NHDC News and Local Brief entitled "Its up to you." to encourage staff to share their directorate news/achievements with all staff.</p>	30%	Head of Communications	Sept 06	To be instituted in September 06 NHDC News	It is anticipated that this would be covered by existing budgets
<p>Only 18% of staff agree that Communications are good between different directorates</p>	<p>Directorate intranet pages to be set up to promote the work and achievements of each directorate and to share news of upcoming events</p>	30%	Head of Communications	Aug 06	Implemented	It is anticipated that this would be covered by existing budgets

Problem	Solution	Target 08 Survey	Lead Officer	Target Date	Progress	Cost
<p>Customer Care</p> <p>40% of staff would like to see a council wide training programme in Customer Care</p>	<p>Identify options for council wide customer care programme with Learning and Development Manager.</p>	<p>CMT agree option for delivery of council wide customer care training programme</p> <p>Production of intranet guide to customer care for all staff</p> <p>Implementation of council wide customer care training in 07/08</p>	<p>Customer Services Manager</p>	<p>Dec 06</p> <p>Dec 06</p> <p>Jun 07</p>	<p>CSM and L&DM have arranged to review and amend existing corporate training programme in line with new Customer Care strategy.</p>	<p>It is anticipated that this would be covered by existing budgets</p>
<p>28% of staff would like more training on Handling Difficult Customers</p>	<p>Provision of intranet reference guide for staff</p>	<p>Intranet guide in place</p> <p>Team talk used to promote awareness of Customer Care training</p>	<p>Customer Services Manager</p>	<p>Sept 06</p>	<p>Analysis of training records conducted show there is already a high number of staff trained CSM to conduct a mini survey to establish what the</p>	<p>It is anticipated that this would be covered by existing budgets</p>

	<p>Further promotion of handling difficult customer protocol</p> <p>Promotion of existing suite of customer service courses including handling customers effectively, customer conflict and conflict on the telephone</p>	<p>Difficult customer protocol awareness sessions delivered</p> <p>Ongoing promotion of courses as part of council wide customer care training programme</p>		<p>Jan 07</p> <p>Jun 07</p>	<p>issues are in more detail.</p>	
<p>38% of staff understand what the Customer Relationship Management System is while 30% do not.</p>	<p>Continue with customer service centre open days</p> <p>Launch Intranet message board and section focused on customer service centre</p> <p>Mock running of one-stop shop and contact centre prior to opening with staff invited to pose as customers</p> <p>Customer service centre walkarounds for services</p> <p>Roll out of service re-design programme</p>	<p>Open day programme completed</p> <p>Measure staff awareness via an intranet survey (target of 60%)</p> <p>Measure staff awareness via next staff survey (target of 80%)</p>	<p>Customer Services Manager</p>	<p>Every three months</p> <p>Nov 06</p> <p>Next staff survey Dec 08</p>	<p>Open days continuing with 6 sessions run to date.</p> <p>Intranet message board in place</p>	<p>It is anticipated that this would be covered by existing budgets</p>

<p>Only 33% of staff feel that there is a real commitment from elected members to achieve 'Putting People First Standards.'</p>	<p>Create opportunities for members involvement in the CSC to include:-</p> <p>A revision of customer care standards to include a member workshop on desired outcomes for customers</p> <p>Increase member profile and sponsorship of customer service centre through a communication plan including a member open evening in new customer service centre and member liaison with portfolio holders as services are transferred into the customer service centre</p>	<p>Target of 60% of staff who feel commitment from members to customer service standards</p>	<p>Customer Services Manager</p>	<p>Next Staff Survey</p>		<p>It is anticipated that this would be covered by existing budgets</p>
<p>Problem</p>	<p>Solution</p>	<p>Target 08 Survey</p>	<p>Lead Officer</p>	<p>Target Date</p>	<p>Progress</p>	<p>Cost</p>

<p>Office Accommodation</p> <p>Kerry – at the pre PARC meeting, JC said that the figures contained in this section of the report may vary as he is discussing with Barrie.</p> <p>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.</p>	<p>Provision of additional meeting areas and more effective management of existing meeting areas as part of the current office relocation plan.</p> <p>A review of the room booking arrangements</p>	<p>Additional provision of meeting space</p> <p>70% of staff satisfied in 2008 Survey</p>	<p>Property Services Manager/ Customer Services Manager</p> <p>Customer Services MSU Manager</p>	<p>Dec 06</p> <p>Dec 06</p>	<p>Part of office relocation project</p> <p>Follows office relocation project</p>	<p>Part of relocation programme for staff and managers, total cost of £60,000.</p> <p>It is anticipated that this would be covered by existing budgets</p>
<p>Staff who were dissatisfied with office accommodation complained mostly about cramped accommodation</p>	<p>Revised office layouts as part of office relocation programme Review of on-site office storage as part of document management programme</p>	<p>Improved office layout and reduction in office overcrowding. Reduction in 2008 survey of staff complaints of cramped accommodation</p>	<p>Property Services Manager</p>	<p>Dec 06</p>	<p>Part of office relocation project</p>	<p>As above, part of the relocation programme for staff and managers, total cost £60,000</p>
<p>Staff raised concerns about departments being split over more than one location</p>	<p>Consolidation of council operations into one main office facility</p>	<p>Reduction in 2008 survey of staff concerns about departments being split</p>	<p>Property Services Manager</p>	<p>Oct 06</p>	<p>Part of office relocation project</p>	<p>As above, part of the relocation programme for staff and managers, total</p>

			Head of IT & Transformation Head of Financial Services	2007/08 Oct 06	Second phase – part of <u>service@north-herts</u> 'Home working' Third phase – determine single site civic / office accommodation	cost £60,000 Introduction of home and mobile working will release office space to allow for further office consolidation, no costs identified at present. If agreed this will become a major capital project for 2010/11
Departments who have the most contact with the public located furthest from reception areas	Single reception service at location with most customer visitors & the establishment of Customer Service Centre (CSC)	Establishment of the CSC and one stop shop	Property Services Manager/ Customer Services Manager	Oct 06	Part of <u>services@north-herts</u> project underway	As above, part of relocation programme for services with most customer contact, total cost of £60,000. Construction and fitting at CSC, £276,000.
Poor satisfaction with the appearance & cleanliness of building	Refurbishment of offices	Completion of current programme of refurbishment as part of office relocation project	Property Services Manager	Dec 06	Part of office relocation project	Part of relocation programme for staff and managers, total cost £60,000. Currently 8 officers

						redecorated.
	Introduce planned office redecoration programme	Raising satisfaction to 70% in 2008 survey	Property Services Manager	Mar 07	Conduct office condition survey to determine priorities	Part of annual redecoration works contained within existing annual maintenance budgets
Problem	Solution	Target 08 Survey	Lead Officer	Target date	Progress	Cost
<i>Equal Opportunities</i> Fewer staff feel they have been subjected to bullying or harassment than in previous surveys however in line with core values equalities remains an area of significant importance	An e learning equalities training package is to be rolled out as core training for all staff	Fewer staff reporting that they feel they have been subjected to inappropriate behaviour	Head of Human Resources	Jul 07	Approach agreed by the Corporate Diversity Steering Group and research into a suitable package is underway	£2000 already covered by existing budgets
	The Dignity at work policy to be reviewed and re- launched	An updated and improved policy launched and communicated to all staff	Head of Human Resources	Dec 06	Under research will use observations from recent supporters and investigators training. Working group established	It is anticipated that this would be covered by existing budgets
	When policy is re-launched trained investigators and supporters will be available to support both informal and	Supporters and investigators trained on changes to the policy and their role	Head of Human Resources	Jan 07		It is anticipated that this would be covered by existing budgets

	formal action to correct inappropriate behaviour	(Coaching from Human Resources)				
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REPORT PRESENTED TO PARC ON 20 JULY 2006

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%. 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 service@north-herts	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. RECOMMENDATIONS

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

9. REASONS FOR RECOMMENDATIONS

- 9.1 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.

10. ALTERNATIVE OPTIONS CONSIDERED

- 10.1 Not applicable.

11. APPENDICES

- 11.1 Appendix A – 2005 Staff Survey Action Plan

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13. BACKGROUND PAPERS

13.1 Staff Survey Written Report (Available on request)

Problem	Solution	Target	Lead Officer	Target Date	Progress
<p>Communications</p> <p>Only 18% of staff agree that Communications are good between different directorates</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>Customer Care</p> <p>40% of staff would like to see a council wide training programme in Customer Care</p> <p>28% of staff would like more training on Handling Difficult Customers</p> <p>38% of staff understand what the Customer Relationship Management System is while 30% do not.</p> <p>Only 33% of staff feel that there is a real commitment from elected members to achieve 'Putting People First Standards.'</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>Office Accommodation</p> <p>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.</p> <p>Staff who were dissatisfied with office accommodation complained mostly about cramped accommodation</p> <p>Staff raised concerns about departments being split over more than one location</p>	Provision of additional meeting areas.	Additional provision of meeting space as part of office relocation plan.	Property Services Manager	October 2006	Relocation project underway and meeting facilities identified.
	More effective management of existing meeting areas	A review of the room booking arrangements.	Property Services Manager	October 2006	Will follow on once facilities are available
	Revised office layouts as part of office relocation programme	Improved office layout and reduction in office overcrowding	Property Services Manager	October 2006	Relocation project underway and new office layouts identified
	Review of on-site office storage as part of document management programme	Part of minimum standards linked to document management processes	Head of Customer Services	March 2007	Awaiting scoping exercise
	Consolidation of council operations into one main office facility	Interim work on consolidation through reduction in staff in outreach facilities	Property Services Manager	October 2006	Part of relocation project with consolidation of more staff in two main offices
		Adoption of office accommodation strategy and its implementation	Head of Financial Services	July 2006	Awaiting final data before office accommodation strategy is put forward for adoption

<p>Departments who have the most contact with the public located furthest from reception areas</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 services@north-herts project underway
<p>Poor satisfaction with the general appearance and cleanliness of the buildings</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>Equal Opportunities</p> <p>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..</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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TITLE OF REPORT: RISK MANAGEMENT UPDATE

REPORT OF THE HEAD OF FINANCIAL SERVICES

1. SUMMARY

- 1.1 To provide PARC with an update on the management of the Strategic/Corporate risks owned by the Corporate Management Team and Cabinet. The changes to the Cabinet risks should be referred to the Cabinet for approval.

2. FORWARD PLAN

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

3. BACKGROUND

- 3.1 PARC received its regular report on the Top Corporate/Strategic Risks as well as the first annual report on 22nd June 2006.
- 3.2 The Top Risks have been reviewed by the Corporate Management Team. Amendments to these risks are summarised in this report.
- 3.3 A peer review on risk management at the Council was reported to PARC on the 25th May 2006. Twelve of the actions recommended in that report have already been implemented. A number of the remaining points are underway or will be completed by the November Audit and Risk Management PARC meeting.

4. TOP RISKS

- 4.1 This report does not recommend any amendments to the assessment scores of the Top Risks. There have however been alterations to the description and risk management measures for the risks.
- 4.2 The title of the risk number 8 has been changed from “medium to long-term financial planning” to “financial management”.
- 4.3 The scope of the Community Strategy risk has been amended to reflect the risks arising from the rewriting of this document.

MERGED RISK

- 4.4 The CMT risk of programme management has been incorporated within the description of the risk of delivery of the Corporate Plan. Ensuring delivery of projects to time and within budget ensures the delivery of the Corporate Plan.

NEW TOP RISKS

- 4.5 It is proposed that two new Top Risks are included as Cabinet risks. These are Waste Management and the Future of the Meals Service and are included as Appendix B.
- 4.6 The Waste Management risk is primarily about the introduction of new recycling collections and the possible fortnightly collection service for remaining domestic waste.
- 4.7 The Future of the Meals Service has been in the Risk Register for sometime as reliance on NHH for both office accommodation and as a key customer was identified in 2003. In view of the loss of the kitchen facilities and hostel meals from 1st April 2007 the future of the service can now be considered as a Top Risk.

RISK MATRIX

- 4.8 The Risk Matrix illustrating the Top Risks is enclosed in Appendix B. Full descriptions of all the risks are found in the Risk Register in the Members room.

5. LEGAL IMPLICATIONS

- 5.1 No legal implications arise from Top Risk updates to PARC.

6. FINANCIAL AND RISK IMPLICATIONS

- 6.1 There are no direct financial implications from this report. However the Top Risks may require some financial resource in the risk mitigation actions. Where applicable this should have been included in service budgets or submitted a growth proposal during the service & financial planning process
- 6.2 The Risk Management Strategy requires PARC to consider regular reports on the Council's Top Risks.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 Risk management training for Cabinet Members will be provided on 17th October. All members (including PARC members) are invited to a training session to be held before the Council meeting on 2nd November.

8. RECOMMENDATIONS

- 8.1 The Committee endorses the amendments to the Top Risks.
- 8.2 The Committee refers the proposed new Top Risks of Waste Management and the future of the Meals Service to Cabinet.

9. REASONS FOR RECOMMENDATIONS

- 9.1 The recommendations in paragraph 8 are in accordance with the Council's adopted risk management strategy. These changes have previously been scrutinised by the Corporate Management Team.
- 9.2 The new Top Risks are Cabinet level risks rather than CMT.

10. APPENDICES

- 10.1 Appendix A – Risk Matrix at September 2006
- 10.2 Appendix B – NHDC Top Risks

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PROBABILITY	3	4	7 Future of the Meals Service↔	9 Financial Management Sustainable Development of the District Service@North-Herts
	2	2	5 Recruitment & Retention Local Area Agreement	Full compliance with health and safety legislation Organisational Development 8 Waste management↔ Hitchin Town Centre Development
	1	1	3	6 Business Continuity Plans Community Strategy Delivery of the Corporate Plan
		1	2	3
			Impact	

Bold = new risk
Italic = merged risk

CORPORATE MANAGEMENT TEAM RISKS - RISK MATRIX - SEPTEMBER 2006

APPENDIX A

	4	7	9
3			
2	2	Development of Town Centre Strategies 5 <i>Programme Management</i> Promoting Equality & Diversity Delivery of outcomes from the museum service FSR Procurement Implementing CPA improvement Plan into continuous improvement	8 Community Safety Strategy Office Accommodation and Asset Management
1	1	3	6
	1	2	3
PROBABILITY			
			IMPACT

Italic= merged risk

NHDC TOP RISKS

APPENDIX B

Risk Number		Waste management	Lead Officer	Tony Clampton
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Scope of Risk	Expanding the kerbside collection service to include plastic and cans and introduction of fortnightly residual waste collection.
Opportunities	Increased public participation in recycling and composting schemes which will protect the environment by minimisation of domestic waste. Implementation ahead of imposition of new targets by the government. May lead to long-term reduction in the cost of the waste collection service
Nature of Risk	Sustainable strategic objective. Changes to the delivery of and the contract for waste management.
Consequences	<ul style="list-style-type: none"> • Possible increase in financial outgoings for NHDC (higher Council Tax) • Managing the public reaction to possible reductions in frequency of the normal waste collection • Ensuring the public use the new recycling service • Failing to achieve the government targets under the Land Fill Directive • Higher Council Tax • Impact on BVPI 82ai) & ii), 82bi) & ii), 84 a) and b)

Quantification	Probability	2	Impact	3	Risk Matrix score	8
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Work Completed	<ul style="list-style-type: none"> • Brown bin collection service to cover the whole district by March 2007 • Contract terms can be negotiated as there is an open system for review • Agreed fortnightly collections in principle • Consultant appointed to lead on contract renegotiation.
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Treatment required	By Whom	By Date	Revised Date	Reason
Utilisation of WPEG funding to employ and additional service development officer for two years. This postholder to implement a communications plan to engage the public	Tony Clampton	30/09/07		
To negotiate the cost through Partnership Board and to take financial and operational proposals to Cabinet	Tony Clampton	30/09/06		
Work with HCC to review Joint Municipal Waste Strategy for Hertfordshire to minimise the problem	Tony Clampton, Linda Needham	31/03/07		
To complete brown bin waste collection for the whole district (flats without gardens remain)	Tony Clampton	31/03/07		

NHDC TOP RISKS

APPENDIX B

ABO compliant plant to be introduced to recycle kitchen waste- additional costs to new site/transfer station. Possible refund for some of the transport costs from HCC. Potential small extension at Cumberlow Green plant could be used in interim	HCC	31/07/07		
Outcome of bid to WRAP of £200,000 to be used for promotion & publicity of contract changes. Work to start March 07	Tony Clampton	31/08/06		

Risk Number	Future of Meals Service	Lead Officer	Lynn Saville
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Scope of Risk	Future of the meals service following the loss of kitchen sites and the hostel meals service from 1 st April 2007.
Opportunities	Potential to achieve consistent, efficient , equitable countywide service
Nature of Risk	Satisfied strategic objective Changes to the way meals are delivered to customers from 1 st April 2007. Will impact on finances, staff, customers and volunteers
Consequences	<ul style="list-style-type: none"> - loss of kitchen facilities and economies of scale will increase base cost from £3.78 to £4.50 per meal - effect on local indicator LC7a the total number of hot meals served to Meals on Wheels, hostels and in luncheon clubs. The number will diminish (hostel meals are not required after 31st March 2007). - continuity of meals provision (may be less frequent deliveries and loss of contact with volunteers)

Quantification	Probability	3	Impact	2	Risk Matrix score	7
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Work Completed	<ul style="list-style-type: none"> - no risk that customers will not get a meal - report submitted to Cabinet on 26th July regarding the options that are being explored - working with HCC regarding the possibility of developing a community enterprise to provide meals at a break even cost throughout the county - researched the provision of replacement kitchen facilities including capital costs
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Treatment required	By Whom	By Date	Revised Date	Reason
Notice served on HCC that NHDC can no longer provide a meals service from 1 st April 2007	Lynn Saville	04/08/06		
Meeting with HCC and other Officers to agree what is required to establish a partnership and draw up a timetable	Lynn Saville	02/08/06		

NHDC TOP RISKS**APPENDIX B**

NHH to be notified that NHDC can no longer provide a lunch club service and that Peter Sell House will no longer be required from 1 st April 2007	Lynn Saville	07/08/06		
NHH to be encouraged to work in partnership with HCC for lunch club meal provision and other ways of providing meals for their vulnerable customers	Lynn Saville	07/08/06		
Update Cabinet on progress	Lynn Saville	17/10/06		

Date Reviewed	01/08/06
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TITLE OF REPORT: STATEMENT ON INTERNAL CONTROL

REPORT OF THE HEAD OF FINANCIAL SERVICES

1. SUMMARY

- 1.1 For members of PARC to review progress against the action plan arising from the 2005/06 Statement on Internal Control.

2. FORWARD PLAN

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

3. BACKGROUND

- 3.1 The Account and Audit Regulations 2003 imposes a mandatory requirement that an audited body carries out a review, at least annually, of the effectiveness of its systems of internal control and not just its systems of financial control. This annual review results in the publication of a Statement on Internal Control which is included in the annual statement of accounts.
- 3.2 In May 2006, PARC received the 2005/6 Statement on Internal Control and recommended it for inclusion in the Statement of Accounts 2005/6.
- 3.3 The action plan emanating from the 2005/6 Statement was agreed and in addition PARC agreed to monitor progress towards the achievement of the plan on a quarterly basis.
- 3.4 The revised Use of Resources Key Lines of Enquiry makes a number of references to the Statement on Internal Control under section 4.2 in terms of the preparation and evaluation. The requirement to have an action plan to mitigate areas of weakness is specifically mentioned. The need to demonstrate a periodic update on performance against the plan is given under level 2.

4. ISSUES

- 4.1 The Statement on Internal Control for 2005/6 was compiled in a robust and rigorous manner and as a consequence honestly recognised the Council's internal control strengths and weaknesses.

- 4.2 To ensure PARC are informed and can critically review the SIC, an update on progress against the Action Plan is provided in this report.

COMPLETED ACTIONS

- 4.3 The following projects have been completed as at 31st July 2006:
- Acquisition and implementation of new electoral software
 - Implementation of a Health & Safety Strategy and local performance indicators. Progress against the performance indicators are now reported quarterly to CMT.
 - An equalities/social inclusion standard has been built into the 2006/7 service review toolkit

OUTSTANDING ACTIONS

- 4.4 The outstanding work is detailed in Appendix A.
- 4.5 There has been some slippage with some of the key dates due to lack of resources and competing work pressures. However, responsible officers will ensure there is no further slippage with the action points that have revised dates. The Risk Manager is assisting the Head of Policy Partnerships and performance with some of the partnership work that needs to be undertaken.
- 4.6 A further progress report against these actions will be provided to November 2006 PARC.

5. LEGAL IMPLICATIONS

- 5.1 The Accounts and Audit Regulations 2003 requires that an audited body carry out a review at least annually, of the effectiveness of its system of internal control. This annual review results in the publication of a Statement on Internal Control which is included within the annual statement of accounts.

6. FINANCIAL AND RISK IMPLICATIONS

- 6.1 The actions arising from the SIC 2005/6 have been included in service plans and any additional financial resources required to finalise these actions can be considered as part of the Service and Financial planning process.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 On this matter, there are no direct human resource or equalities implications

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 8.1 No external consultation was undertaken in respect of this report. This evening the audit Commission, our external auditor, will present their Governance report (ISA 260) on the 2005/06 financial year and may comment on the SIC for 2005/06.

9. RECOMMENDATIONS

- 9.1 Note the progress against the action plan arising from the 2005/06 Statement on Internal Control.

10. REASONS FOR RECOMMENDATIONS

- 10.1 That PARC can monitor progress against the action plans emanating from the 2005/6 Statement.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 Not applicable to this issue.

12. APPENDICES

- 12.1 Appendix A- Outstanding work from the Action Plan arising from 2005/6 SIC.

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Objective	Action required	Outcome	Lead officer	Target date for completion	Status
Policies, procedures, laws and regulations					
Money Laundering Regulations 2003	<ul style="list-style-type: none"> Provide proportionate training to staff on the policy 	Full compliance with Money Laundering regulations	Head of Financial Services	December 06 (July 06)	Working with Partner authorities & Investigations Manager on training delivery
Data Protection Act	<ul style="list-style-type: none"> Establish who requires DPA training DPA Liaison Group or Head of Customer Services to provide training 	Provide training to all officers particularly those whose work is explicitly covered by the requirements of the Data Protection Act	Acting Head of HR and Head of Customer Services and IT	<ul style="list-style-type: none"> July 2006 Monthly as required 	
Economical, effective and efficient use of resources					
Use of Resources – Governance of Partnerships	<ul style="list-style-type: none"> Initial analysis of which partnerships the authority currently resources 	Continuous improvement of NHDC	Head of Policy, Performance and Partnerships	September 06 (June 2006)	Information being collated. Will inform Partnerships FSR
Programme governance	<ul style="list-style-type: none"> Provide guidance on programme governance 	Establishment of firm criteria for programme arrangements & proportionality criteria	Head of PPP	August 06 (June 2006)	

Complete Business Continuity arrangements	<ul style="list-style-type: none"> • Test approved business continuity arrangements • All key service areas to have procedure notes & test their effectiveness • Review of disaster recovery contract against business continuity requirements 	Robust business continuity arrangements are evidenced	CMT All H of S Head of CS & IT	March 2007 March 2007 February 2007 (May 2006)	To conduct a test of the Disaster Recovery contract
Payroll system	<ul style="list-style-type: none"> • Appoint new software providers for a HR system that includes payroll • Implement new payroll system 	Improved payroll system	Acting Head of HR	September 06 (July 2006) March 07 (January 2007)	Selection process underway. Revised implementation date will allow dual systems to run year end.
Financial Regulations	<ul style="list-style-type: none"> • Annual review of Financial Regulations • Training for relevant officers 	Full compliance with Financial Regulations & Contract Standing Orders	Head of FS Head of FS	September 06 (June 2006) Ongoing	Commenced Annual programme of training linked to induction & internal promotion
Procurement	<ul style="list-style-type: none"> • Adopt a wider strategic procurement management approach • Review & develop appropriate governance structure for procurement • Review systems for compliance with internal & external procurement rules • Develop a corporate contracts register 	Adoption of procurement best practice	Head of FS	December 06 December 06 August 06 September 06	Adopted into revised Procurement Strategy and action plan

	& a forward procurement plan <ul style="list-style-type: none"> • Revise the e-procurement strategy & consider other options for e-procurement • Further consider the supply chain in partnerships & incorporate into contract management processes 			Ongoing Ongoing	
Performance Management					
Planning Control	Implement recommendations from Audit Commission review	Improved Planning Control service	Head of P & BC	Ongoing 2006/7	

BOLD – revised date for completion (previous date shown in brackets)

