RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO
OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item No.

meeting date: 5th April 2011
title: Performance Management Framework - update
submitted by: Director of Resources
principal author: Michelle Haworth – Principal Policy and Performance Officer

1   PURPOSE

1.1   To inform committee of changes in the Council's Performance Management Framework.

2   RELEVANCE TO THE COUNCIL'S AMBITIONS AND PRIORITIES:

- Council Ambitions:

- Community Objectives:

- Corporate Priorities:

- Other Considerations:

The Council's Performance Management and Strategic Planning Framework is at the heart of how we agree, manage and monitor the Council's Ambitions, Objectives and Priorities.

3   BACKGROUND

3.1   The Council's Performance Management framework has seen many changes over the last 12 months following the Coalition Government being formed.

3.2   In October 2010 the Council received a letter from Eric Pickles outlining changes to local authority performance arrangements. The letter gave information on two areas of performance:

- The National Indicator Set

- Local Area Agreements (LAA's)

3.3   The Principal Policy and Performance Officer has been utilising the period of change brought about by the coalition government to review all of the Council's Performance Management arrangements. A 'wiring diagram' was produced in 2007 which outlined the Council's Performance Management and Strategic Planning Framework at that time (Appendix D).

4   THE COUNCIL'S CORPORATE STRATEGY

4.1   The Council ceased producing the Annual Corporate Performance and Improvement Plan (which integrated the Best Value Performance Plan and the Corporate Plan) in 2009 as we no longer had a duty to produce it.

4.2   This was replaced by the much shorter Corporate Strategy for 2009 – 2011, which was approved by Policy and Finance Committee in December 2009.

4.3   The document sets out the strategic direction of the Council for the period 2009 - 2011, providing a focus to ensure that the services delivered meet the needs of our communities. The Strategy originally had a four-year scope (continuing with the priorities outlined in the 2007 Corporate Plan), but was reviewed annually to ensure that it continued to reflect changes to our priorities that occurred over time.

4.4   It was agree by Policy and Finance Committee that the next full revision of the Corporate Strategy would take place following the local elections taking place in May. The new strategy that is developed will reflect the priorities for the Council over the coming four years – until the

next local elections. A working group of members will be formed after the elections to work on this.

4.5   Any improvement plans developed by the Council will be integrated into this document.

5   SERVICE PLANNING

5.1   For several years now annual service plans have been produced for each service area by the end of March outlining service delivery for the following 12 months. The service plans have been produced based on the priorities in the Corporate Strategy and in conjunction with the budget setting process.

5.2   This year, however, has seen somewhat of a departure from this process due to the financial settlements. A new template was drawn up to help Heads of Service outline service provision for the next 12 months and possible areas for budget cuts, highlighting the impacts of these cuts on the services provided.

5.3   A further review will be undertaken in the next few months to agree the process for the 2012/13 service plans.

6   PERFORMANCE INDICATORS

6.1   **The National Indicator set (NIs)** – the information provided in the letter from Eric Pickles in October 2010 suggested that the NIs would be replaced by a single comprehensive list of the data that central government expects local government to provide. This single list has now been supplied and has been checked to ensure we can provide all of the data.

6.2   The single list of data comprises raw data in the format of returns that the Council currently makes, some new data requests and some that are being proposed, but not yet confirmed. The raw data is not something that can be readily used for performance management purposes. Although the data may be used for performing calculations which would provide the performance information. For example, the single data list includes the PS1 form, which is completed by planning services. The raw data in the PS1 form return can be used to calculate NIs 157a, b and c, but as it is will not provide performance information.

6.3   Attached at Appendix A is a list of the district council NIs (provided by DC's) which we no longer have a duty to provide. At Appendix B is a list of NIs which are being maintained through the single data list.

6.4   A full review has been carried out of all the performance information that we currently collect and monitor, which includes NIs and Local Performance Indicators (LPIs). A rationale was sought for maintaining each indicator - either the indicator is being used to monitor service performance or is monitoring a local priority. Appendix C lists the performance indicators which we will be maintaining based on this review.

6.5   We have continued to collect a full years set of information for all indicators including those that have been deleted. If we are discontinuing collecting an indicator it will cease at 31st March 2011. The full set of indicators will be reported to this committee in June and will continue to be reported as appropriate to both Overview and Scrutiny and Service Committees on a quarterly basis.

7   LOCAL AREA AGREEMENTS

7.1   Control of Local Area Agreements (LAAs) has been handed over to local authorities. Targets included in the agreements will no longer be monitored by central government. The impact of this for Ribble Valley Borough Council is that we no longer have to submit, to Lancashire County Council, quarterly data on a handful of indicators which were included in the LAA that were a district responsibility. LAA performance reward grants have also ceased.

8   BENCHMARKING AND THE LANCASHIRE PERFORMANCE GROUP

8.1   The Lancashire Performance Group was originally formed to discuss and manage the performance arrangements of the LAA. The group has agreed to continue to meet on a quarterly basis as all representatives felt there was some merit in getting together to share best practice and discuss performance management issues.

8.2   Under the old Best Value Performance Indicators national data was collected centrally and useful benchmarking activity could take place. However, when the NIs were introduced central collection of the data ceased and any useful benchmarking was very hard to undertake.

8.3   During the summer of 2010 the Council agreed to take part in the PricewaterhouseCoopers (PWC) benchmarking club. Membership of the club was paid for 12 months for all Lancashire authorities by the North West Improvement and Efficiency Programme (NWIEP) as inspection and assessment activity across the county had highlighted benchmarking as an area that required improvement.

8.4   All members of the Lancashire Performance Group have agreed that there has been limited benefit of membership of this benchmarking group. Only limited national benchmarking can be carried out as many authorities are not providing PWC with their indicator data. As a result none of the Lancashire authorities have signed up to continue with this group after the end of March 2011. After this date membership is chargeable at around £1,750 pa.

8.5   All Lancashire authorities, however, have agreed that benchmarking is a useful tool. A working group of performance officers have set up a basic performance indicator collection and benchmarking tool which the group has agreed to populate and use for the next 12 months.

8.6   The Lancashire Performance Group is currently agreeing on a core list of indicators that will be collected and benchmarked. There is a move to include more Value for Money (service cost) indicators in this set.

9   THE RIBBLE VALLEY LOCALITY PLAN

9.1   Locality plans summarise the activities of the different tiers of local government working together in a defined area.

9.2   The purpose of locality plans is two-fold: -

- To inform citizens of the major services being delivered by local government in their area.

- To better understand the respective roles of individual partners (Lancashire County Council and Ribble Valley Borough Council) in delivering services to the citizens of Ribble Valley.

9.3   The current plan was approved by Policy and Finance Committee on 8th June 2010 and by Lancashire County Council Cabinet on the 9th September 2010. An update on the action plan was reported to this committee in January.

9.4   It is not clear yet whether there will be a new Locality Plan produced for 2011/12.

10   COMMUNITY ASPIRATIONS AND SATISFACTION

10.1   Community aspirations and customer satisfaction continue to be collected and monitored through use of the Council's Feedback Citizens' panel.

10.2   The Place survey has been cancelled, but satisfaction indicators previously collected by the random survey will continue to be collected through a biennial Perception survey with our panel members. Although not directly comparable to the 2009 Place survey data because of the different methodology used, the panel survey data will be comparable over time. The Perception survey for 2011 has recently been carried out through the CRACS partnership (Collaborative Research and Consultation service) and results will be reported to Corporate Management team and this committee in the next few months.

11 CONCLUSION

11.1 The Council's new Performance Management and Strategic Planning Framework that has resulted from all the recent changes outlined above can be seen at Appendix E.

12 RISK ASSESSMENT

- Resources: None.

- Technical, Environmental and Legal: None.

- Political: None.

- Reputation: It is imperative that the Council agrees, manages and monitors it's priorities and that these priorities reflect the community's aspirations..

- Implications: None.

Michelle Haworth
Principal Policy and Performance Officer

OS1-11/MH
28 March 2011

For further information please ask for Michelle Haworth, extension 4421

List of Appendices

- Appendix A – District Council NIs which have been deleted

- Appendix B – Distrcit Council NIs which have been subsumed into the Single Data List

- Appendix C – List of indicators which the Council will maintain

- Appendix D – The Council's Performance Management and Strategic Planning Framework agreed in 2007

- Appendix E - The Council's Performance Management and Strategic Planning Framework 2011

NI	NI Title	NI data source	Organisation providing data for NI	Will the data still be collected from local government?	Comments	Current status of NI and status of data collection	Single Data List (SDL) Comparison	Filter	Data links
1	% of people who believe people from different backgrounds get on well together in their local area	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
4	% of people who feel they can influence decisions in their locality	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
5	Overall/general satisfaction with local area	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
6	Participation in regular volunteering	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
17	Perceptions of anti-social behaviour	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
22	Perceptions of parents taking responsibility for the behaviour of their children in the area	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
35	Building resilience to violent extremism	NI 35 Assesment Framework	LSP	No	Review of Prevent	NI dropped and data collection ended	In deleted list	Deleted	
41	Perceptions of drunk or rowdy behaviour as a problem	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
42	Perceptions of drug use or drug dealing as a problem	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
119	Self-reported measure of people's overall health and wellbeing	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
138	Satisfaction of people over 65 with both home and neighbourhood	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
139	The extent to which older people receive the support they need to live independently at home	Place Survey	LA	No	Place Survey stopped	NI dropped and data collection ended	In deleted list	Deleted	
179	Value for money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	NI179 return to data hub	LA	No	Ministers have ended requirement for reporting on NI179	NI dropped and data collection ended	In deleted list	Deleted	
182	Satisfaction of businesses with local authority regulatory services	Survey of business customers	LA	No	Still collected by LAs	BIS no longer requires this data. The question can be removed from the survey.	In deleted list	Deleted	
187	Tackling fuel poverty - % people receiving income based benefits living in homes with a low energy efficiency rating	Local House Conditions Survey and telephone/postal SAP survey results	LA	No	The existing NI 187 survey does not measure fuel poverty accurate. DECC statisticians have devised a new method of measuring fuel poverty which does not involve an LA burden.	NI dropped and data collection ended	In deleted list	Deleted	
188	Planning to adapt to climate change	Local authorities	LA	NO	This is a process indicator which was used to measure local authority progress on assessing the risks and opportunities of climate change, and local authority response. There is no statutory requirement for this reporting.	NI dropped and data collection ended	In deleted list	Deleted	
194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations	Local authorities collect the data and report it via the DECC website spreadsheet	LA	NO	There is no EU or other legal requirement to report this data. Continued reporting of this information is no longer a necessary burden, additional to the statutory LAQM duties on local authorities.	Data no longer being collected	In deleted list	Deleted	
195	Improved street and environmental cleanliness	All local authorities are required to survey (every four months) and make a return to the online website drawn up and hosted by Keep Britain Tidy.	LA	NO	There is no continuing need to collect and collate this data at national level. A national oversight of the state of local environmental quality is expected to continue through a sample survey through Keep Britain Tidy (which visits 54 authorities but places no burden on them).	Data no longer being collected	In deleted list	Deleted	

APPENDIX B

NI data source	Organisation providing data for NI	Will the data still be collected from local government?	Comments	Current status of NI and status of data collection	Single Data List (SDL) Comparison	Filter
Housing Flows Reconciliation return/ Regional Assemblies 'Joint return'.	LA	Yes	Part of National Statistics review	Data collection to continue	Complete data collection in SDL (Ref 003 - 00)	SDL
The Homes and Communities Agency Investment Management system/ P2 – local authority new build social rent/ S106	LA	Yes	Part of National Statistics review	Data collection to continue	Largely from data collections in SDL (Ref 002 - 00 and 064 - 00)	SDL
P1E data	LA	Yes	Part of National Statistics review	Data collection to continue	Complete data collection in SDL (Ref 009 - 00)	SDL
CLG-PS2 form/CLG – CPS1/2 form	LA	Yes	Part of National Statistics review	Data collection to continue	Collections 021- 00 and 022 - 00	SDL
Local Planning Authority: Annual Monitoring Report	LA	Yes	PPS3 requirement	Data collection to continue	Complete data collection in SDL (Ref 024 - 00)	SDL
Same data source as NI181	LA	Yes	Indicator dropped from NIS but data collected to inform counter fraud work as part of wider data extract	NI Dropped but data still collected (as part of a wider data extract) and shared as management information with LAs. Currently looking to improve data so it can be published in future as useful opperational	Not in deleted list as same data source as NI 181 (Complete data collection in SDL (Ref 146 - 00) - relates to the entry for the Single housing benefit Extract.	SDL
Existing HB electronic data extract returned to DWP by authorities on a monthly basis	LA	Yes	As part of a wider extract of data. Enables DWP to publish national figures on the speed of processing	Data publshed quarterly as official statistics.	Complete data collection in SDL (Ref 146 - 00)	SDL
Spreadsheet tool provided by DECC	LA	Yes	Needed to support local carbon accountability, through a consistent and comparable dataset. Data collection is supported by LGG, Friends of the Earth, Local Authorities and the Carbon Trust as a key driver for emissions reductions - however, DECC (in particular our Statisticians) are keen to look at how the data is collected to ensure its burden is as low as possible. Data collection under review.	Collection to continue. DECC are currently consulting on how to take this forward.	Complete data collection in SDL (Ref 067-00)	SDL
WasteDataFlow	LA	YES	A range of data is collected on local authority waste and recycling activity, from collection to disposal. The data is collected by local authorities on the operation of their waste management activities, and is used by them to manage and monitor their waste contracts etc. It is also provided to Defra for the waste data flow data set and when aggregated contributes to national statistics.It will continue to be required for Departmental Indicators, to enable central government to be held to account by the public.	Data collection to continue	Complete data collection in SDL (Ref 082 - 00)	SDL
WasteDataFlow	LA	YES	The range of data collected is under review to remove superfluous questions and reflect the revised policy landscape. Focus will be on meeting EU and national reporting/monitoring obligations. We aim to agree and implement changes by April 2011.It will continue to be required for Departmental Indicators, to enable central government to be held to account by the public.	Data collection to continue	Complete data collection in SDL (Ref 082 - 00)	SDL
Flycapture Database	LA	YES	The Anti-Social Behaviour Act 2003 gives the Secretary of State the power to require local authorities to fill in Flycapture. This is needed to provide an overall picture of where problems occur in the waste chain, and helps to identify what forms of waste to target and where. Under review as part of the Waste Review.	Data collection to continue	Complete data collection in SDL (Ref 079 - 00)	SDL

Report Author: Michelle Haworth
Generated on: 21 March 2011

Corporate Health

Code & Short Name	Description and Purpose	Managed By
PI HR10 (BV2a) Equality Standard for Local Government	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	Jane Pearson; Michelle Smith
PI HR11 (BV2b) Duty to Promote Race Equality	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	Jane Pearson; Michelle Smith
PI HR19 (BV16a) Percentage of Employees with a Disability	The percentage of local authority employees with a disability	Jane Pearson; Michelle Smith
PI HR20 (BV16b) Percentage of Economically Active People who have a Disability	The percentage of economically active disabled people in the authority area	Jane Pearson; Michelle Smith
PI HR21 (BV17a) Ethnic Minority representation in the workforce - employees	The percentage of local authority employees from ethnic minority communities.	Jane Pearson; Michelle Smith
PI HR23 Staff turnover	Staff turnover. To monitor the workforce and to identify any concerns with regards to service delivery	Jane Pearson; Michelle Smith
PI FS7 (BV8) % of invoices paid on time	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	Lawson Oddie; Jane Pearson
PI FS9 Total value of 'other' sales made	To monitor the authority's income from this source.	Lawson Oddie; Jane Pearson
PI FS10 Total value of surplus land sales made	To monitor the authority's income from this source.	Lawson Oddie; Jane Pearson
PI HR8 Number of staff at: craft grade	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR9 Number of staff at: manual grade	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR10 Number of staff at: Local Agreement grade	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey.	Jane Pearson; Marshal Scott; Michelle Smith
PI HR11 Number of staff at: Scale 1-3	Number of staff at: Scale 1-3	Jane Pearson; Marshal Scott; Michelle Smith
PI HR12 Number of staff at: Scale 4-6	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR13 Number of staff at: Scale SO 1-2	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR13 (BV11a) Top 5% of Earners: Women	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Michelle Smith
PI HR14 Number of staff at: Scale PO 1-5	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR14 (BV11b) Top 5% of Earners: Ethnic Minorities	The percentage of top 5% of earners from an ethnic minority	Jane Pearson; Michelle Smith
PI HR15 Number of staff at: Scale PO 6-10	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith

Code & Short Name	Description and Purpose	Managed By
PI HR15 (BV11c) Top 5% of Earners: with a disability	Percentage of the top paid 5% of staff who have a disability.	Jane Pearson; Michelle Smith
PI HR16 Number of staff at: Scale PO 11-17	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR16 (BV12) Working Days Lost Due to Sickness Absence	Number of working days/shifts lost to the Local Authority due to sickness absence	Jane Pearson; Michelle Smith
PI HR17 Number of staff at: Scale PO 18-23	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR17 (BV14) Percentage of Early Retirements	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	Jane Pearson; Michelle Smith
PI HR18 Number of staff at: Scale CEX/Director	Provides a comprehensive profile of the workforce. Allows analysis of the distribution of staff throughout the authority. Provides evidence for Equalities work. Figure is used in the Annual Employer Survey	Jane Pearson; Marshal Scott; Michelle Smith
PI HR18 (BV15) Percentage of Ill-health Retirements	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	Jane Pearson; Michelle Smith
PI HR24 Number of training days provided	To monitor the development of staff skills. To provide evidence of investment in training. To help to ensure that equal opportunities for training are provided to all departments.	Jane Pearson; Michelle Smith
PI LD3 Number of corporate complaints received	To assess the Council's customer service performance and benchmark data on a yearly basis.	Diane Rice; Marshal Scott
PI PS36 (NI4) % of adults surveyed who feel they can influence decisions affecting their local area	The Government aims to build communities where individuals are empowered to make a difference both to their own lives and to the area in which they live. A key indicator of community empowerment is the extent to which people feel able to influence decisions affecting their local area. The question that feeds this indicator was previously used in the 2006/7 BVPI satisfaction survey. Note that the methodology for the Place Survey is comparable with the BVPI satisfaction survey as both surveys are conducted by post with an autumn fieldwork period.	Marshal Scott; Michelle Smith
PI PS37 (NI5) Overall/general satisfaction with local area	The Government recognises that the quality of place remains a priority to residents and drives how satisfied people are with their local area as a place to live. This indicator will provide authorities and service deliverers with a baseline of local satisfaction which will help them identify and address the sorts of issues affecting how residents feel about their local area. The question that feeds this indicator was previously used in the 2006/7 BVPI satisfaction survey. Note that the methodology for the Place Survey is comparable with the BVPI satisfaction survey as both surveys are conducted by post with an autumn fieldwork period.	Marshal Scott; Michelle Smith
PI PS38 (NI6) Participation in regular volunteering	High levels of volunteering are one sign of strong, active communities. Volunteers are vital in supporting the range of activity undertaken by third sector organisations and within the public services. Local government has an important role to play in creating a culture in which individuals are able to contribute to their communities by volunteering.

Regular volunteering is defined as taking part in formal volunteering at least once a month in the 12 months before the interview. Formal volunteering is defined as giving unpaid help through groups, clubs or organisations which support social, environmental, cultural or sporting objectives. The question that feeds this indicator is based on a question previously used in the Citizenship survey. Note that the methodology for the Place Survey is different to the Citizenship survey as the Place Survey is conducted by post while the Citizenship survey is conducted face to face. | Marshal Scott |
| PI PS1 (BV3) Overall satisfaction with the authority | The percentage of citizens satisfied with the overall service provided by their local authority | Jane Pearson; Marshal Scott; Michelle Smith |
| PI PS2 Council provides value for money | The percentage of people surveyed who agree the Council is efficient and well run | Lawson Oddie; Jane Pearson; Marshal Scott |

Code & Short Name	Description and Purpose	Managed By
PI PS6 The Council is working to make the area cleaner and greener	Percentage of people surveyed who agree that the Council is working to make the area cleaner and greener	John Heap; Chris Hughes; Terry Longden; Marshal Scott
PI PS10 People surveyed who agree the Council is making the local area safer	The percentage of people surveyed who agree the Council is making the local area safer	Colin Hirst; Marshal Scott
PI PS11 People surveyed who feel safe in their local neighbourhood after dark	Percentage of people surveyed who feel safe in their local neighbourhood after dark	Colin Hirst; Marshal Scott
PI PS12 People surveyed who feel safe in their local neighbourhood during the day	Percentage of people surveyed who feel safe in their local neighbourhood during the day	Colin Hirst; Marshal Scott
PI PS13 Noisy neighbours or loud parties is a big or fairly big problem	The percentage of people surveyed who think noisy neighbours or loud parties is a big or fairly big problem	Colin Hirst; Marshal Scott
PI PS14 Teenagers hanging around on streets is a big or fairly big problem	The percentage of people surveyed who think teenagers hanging around on streets is a big or fairly big problem	Colin Hirst; Marshal Scott
PI PS15 Rubbish or litter lying around is a big or fairly big problem	The percentage of people surveyed who think rubbish or litter lying around is a big or fairly big problem	John Heap; Chris Hughes; Marshal Scott
PI PS16 Vandalism and graffiti is a big or fairly big problem	The percentage of people surveyed who think vandalism and graffiti is a big or fairly big problem	John Heap; Colin Hirst; Marshal Scott
PI PS19 Abandoned or burnt out cars is a big or fairly big problem	The percentage of people surveyed who think abandoned or burnt out cars is a big or fairly big problem	John Heap; Chris Hughes; James Russell; Marshal Scott
PI PS24 Satisfaction with home as a place to live	Percentage of people surveyed who are satisfaction with their home as a place to live	Marshal Scott
PI PS25 Overall, how well informed feel about local public services	Percentage of people surveyed who feel very well or well informed about local public services	Jane Pearson; Marshal Scott; Michelle Smith
PI PS27 How well informed about how council tax is spent	Percentage of people surveyed who feel very well or well informed about how council tax is spent	Lawson Oddie; Jane Pearson; Marshal Scott
PI PS28 How well informed about how to get involved in local decision making	Percentage of people surveyed who feel very well or well informed about how to get involved in local decision making	Jane Pearson; Diane Rice; Marshal Scott; Michelle Smith
PI PS29 How well informed about what standard of service to expect from local public services	Percentage of people surveyed who feel very well or well informed about what standard of service to expect from local public services	Jane Pearson; Marshal Scott; Michelle Smith
PI PS30 How well informed about how well local public services are performing	Percentage of people surveyed who feel very well or well informed about how well local public services are performing	Jane Pearson; Marshal Scott; Michelle Smith
PI PS31 How well informed about how to complain about local public services	Percentage of people surveyed who feel very well or well informed about how to complain about local public services	Colin Hirst; Marshal Scott
PI PS43 (NI41) Perceptions of drunk or rowdy behaviour as a problem	Activity by local authorities, the police and partner agencies to deliver local alcohol strategies will, in combination with public awareness campaigns, contribute to reducing the overall problem of drunk and rowdy behaviour in local communities. Local authorities are responsible for the licensing of premises and for securing and designing environments that reduce the likelihood of drunk and rowdy behaviour (e.g. in design and control of the night-time economy, in towncentre management, and by working with transport providers).	Colin Hirst; Marshal Scott

Code & Short Name	Description and Purpose	Managed By
	The question that feeds this indicator was previously used in the 2006/7 BVPI satisfaction survey and the British Crime Survey (BCS). Note that the methodology for the Place Survey is comparable with the BVPI satisfaction survey as both surveys are conducted by post with an autumn fieldwork period. However, the methodology for the Place Survey is different to the BCS as the Place Survey is conducted by post biennially, while the BCS is conducted face to face on a continuous basis, with rolling annual data reported quarterly at Police force level.	
PI PS44 (NI42) Perceptions of drug use or drug dealing as a problem	This indicator has the capacity to bring together all aspects of the new drug strategy. Most obviously, enforcement action by the police in partnership with the Crime and Disorder Reduction Partnerships (CDRPs) and Drug Action Teams (DATs) can help to reduce the perceptions of drug use and drug dealing in local communities. However, increased treatment effectiveness and improved access to treatment and the new focus upon preventing harm to children, young people and families will also have an impact. Local authorities, working together with a wide range of partners including the Police, health partners and others, have an important role to play in these activities as drug use and drug dealing blight local communities. Success In these areas should be communicated to the general public through local media campaigns. Together these can have a positive impact upon this indicator and on public confidence more widely. The question that feeds this indicator was previously used in the 2006/7 BVPI satisfaction survey and the BCS. Note that the methodology for the Place Survey is comparable with the BVPI satisfaction survey as both surveys are conducted by post with an autumn fieldwork period. However, the methodology for the Place Survey is different to the BCS as the Place Survey is conducted by post biennially, while the BCS is conducted face to face on a continuous basis, with rolling annual data reported quarterly at Police force level.	Colin Hirst; Marshal Scott

Culture and Leisure Services

Code & Short Name	Description and Purpose	Managed By
PI CL6 Number of people joining physical activity programmes	To monitor the number of people joining any Council-run physical activity programme between 1 April and 31 March of any financial year.	John Heap; Chris Hughes
PI CL7 Retention rate of people completing physical activity programmes	To monitor the retention rate of people completing physical activity programmes (specifically Exercise Referral) i.e. completing 12 weeks of exercise between 1 April and 31 March of each financial year	John Heap; Chris Hughes
PI CL8 Percentage of people completing physical activity programmes who maintain healthy lifestyle changes after 6 months	To monitor the percentage of people completing physical activity programmes (Exercise Referral) who maintain lifestyle changes after 6 months.	John Heap; Chris Hughes
PI CL9 Percentage of people participating in sport on 3 or more occasions per week	This indicator relates to participation across all sport and not just activities generated solely, or in partnership with, the borough council. Targets are set nationally and include a 1% increase in participation year on year. The Council recognises that it has an important role in contributing to the achievement of the overall target and so sets targets and monitors perofrmance of its own performance in areas that directly contribute to this indicator.	John Heap; Chris Hughes
PI CL10 Percentage of adults volunteering in sport for at least 1 hour per week	Percentage of adults volunteering in sport for at least 1 hour per week	John Heap; Chris Hughes
PI CL11 Percentage of adults with sports club membership	Percentage of adults with sports club membership	John Heap; Chris Hughes

Code & Short Name	Description and Purpose	Managed By
PI CL19 % satisfied with sports/leisure facilities (Active people survey)	Percentage of residents satisfied with the authorities sports/leisure facilities - from Active people survey	John Heap; Chris Hughes
PI CL2a Visits to and use of Museums & galleries - Visits in Person - paid visits	Purpose is to record the total number of visitors to the Platform Gallery and Clitheroe Castle Museum per 1,000 population. This data is used for monitoring purposes and also for comparing usage figures on an annual basis.	John Heap; Chris Hughes
PI CL9a Attendances at Ribblesdale Pool	Purpose is to record the number of swimmers using Ribblesdale Pool. This information is used for monitoring and comparing the usage figures on an annual basis	John Heap; Chris Hughes
PI CL9b Attendances at Longridge Gym	Purpose is to record the number of visits to the FREEDOM Fitness Gym. The information is used for monitoring and comparing the usage figures on an annual basis	John Heap; Chris Hughes
PI CL14 Attendances at the Platform Gallery	Purpose is to record the number of visits to the Platform Gallery. The information is used for monitoring and comparing the usage figures on an annual basis	John Heap; Chris Hughes
PI CL15 The total number of visitors and users of the TIC	Total number of visitors and users of the Tourist Information Centre (personal visits, telephone calls, and e-mail). To assess the Council's tourism function and benchmark data on a yearly and quarterly basis.	John Heap; Chris Hughes
PI CL16 Attendances at Sports Development Activities	To record the number of children who attend sports sessions run by the Sports Development Team, and also adults/ children who attend Council-run training sessions.	John Heap; Chris Hughes
PI CL17 Attendances at Arts Development Activities	To record the number of people who attended any of the art development activities run by the Council.	John Heap; Chris Hughes
PI CL18 Number of Freedom Card Holders	Purpose is to record the number of people who have a FREEDOM Leisure Card	John Heap; Chris Hughes
PI EH5 The percentage of abandoned vehicles removed within 2 days	Mandatory requirement of the Refuse Disposal Amenity Act 2008.	John Heap; Chris Hughes; James Russell; Marshal Scott
PI CL2 (BV170b) Visits to and use of Museums & galleries - Visits in Person	The number of those visits to Local Authority funded, or part-funded museums & galleries that were in person, per 1,000 population.	John Heap; Chris Hughes
PI CL3 (BV170c) Visits to and Use of Museums - School Groups	The number of pupils visiting museums and galleries in organised school groups	John Heap; Chris Hughes
PI PS20 (BV119a) % satisfied with sports/leisure facilities	Percentage of residents satisfied with the authorities sports/leisure facilities	John Heap; Chris Hughes; Marshal Scott
PI PS21 (BV119c) % satisfied with museums and galleries	Percentage of residents satisfied with the authorities museums and galleries.	John Heap; Chris Hughes; Marshal Scott
PI PS22 (BV119d) % satisfied with theatres and concert halls	Percentage of residents satisfied with the authorities theatres and concert halls.	John Heap; Chris Hughes; Marshal Scott
PI PS23 (BV119e) % satisfied with parks and open spaces	Percentage of residents satisfied with the authorities parks and open spaces	John Heap; Chris Hughes; Marshal Scott

Engineering Services

Code & Short Name	Description and Purpose	Managed By
PI ES5 Percentage of households receiving a three-stream collection service	To assess how many homes are provided with a three-stream collection service.	John Heap; Terry Longden

Code & Short Name	Description and Purpose	Managed By
PI ES1 Number of reported missed collections per 100,000 population	To assess the accuracy of the service we provide, and to compare our service delivery to previous years.	John Heap; Terry Longden
PI ES2 Percentage of missed collections put right in 24 hrs	To assess the accuracy and consistency of the service provided by the Council.	John Heap; Terry Longden
PI ES3 (BV86) Cost of household waste collection	Cost of waste collection per household	John Heap; Terry Longden; Lawson Oddie
PI PS7 (BV89) Satisfaction with the council keeping public land clear of litter and refuse	Percentage of people satisfied with the cleanliness standard in their area (streets and relevant land)	John Heap; Chris Hughes; Terry Longden; Marshal Scott
PI PS8 (BV90a) Satisfaction with household waste collection	Percentage of people expressing satisfaction with the household waste collection service overall	John Heap; Terry Longden; Marshal Scott
PI PS9 (BV90b) Satisfaction with waste recycling	Percentage of people expressing satisfaction with the provision of recycling facilities overall	John Heap; Terry Longden; Marshal Scott
NI 185 CO2 reduction from local authority operations	Action by local authorities is likely to be critical to the achievement of Government's climate change objectives. The public sector is in a key position to lead on CO2 emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. The manner in which the local authority delivers its functions can achieve CO2 emissions reductions.	John Heap; Terry Longden; Tim Lynas
NI 194a Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations	The aim of this indicator is to identify authorities that are proactive in minimising air pollution emissions from their estate and operations.	John Heap; Terry Longden
NI 194b Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations - Emissions of PM10	The aim of this indicator is to identify authorities that are proactive in minimising air pollution emissions from their estate and operations.	John Heap; Terry Longden
NI 191 Residual household waste per household	In line with the position of waste reduction at the top of the waste hierarchy, the Government wishes to see a year on year reduction in the amount of residual waste (through a combination of less overall waste and more reuse, recycling and composting of the waste that households produce). Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste). This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.	John Heap; Terry Longden
NI 192 Percentage of household waste sent for reuse, recycling and composting	The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.	John Heap; Terry Longden

Environmental Health

Code & Short Name	Description and Purpose	Managed By
PI EH15 Number of high profile dog fouling patrols undertaken	To inform Members as to the proactive response from the EH team.	James Russell; Marshal Scott
PI EH16 Number of 'Out of Hours' surveillance patrols undertaken	To inform Members as to the proactive response from the EH team. To provide credible enforcement throughout the borough.	James Russell; Marshal Scott

Code & Short Name	Description and Purpose	Managed By
PI EH17 Number of school presentation runs in order to raise awareness of dog fouling	To ensure a balanced approach to dog enforcement. Part of the Council's responsible dog ownership campaign and public education programme.	James Russell; Marshal Scott
PI EH1 The percentage of food premises' inspections that should have been carried out that were carried out	Mandatory requirement under Food Standards Agency guidance. The Council has a responsibility to ensure that food premises are inspected according to guidelines.	James Russell; Marshal Scott
PI EH2 The percentage of Health and Safety initial inspections that should have been carried out that were carried out	Mandatory requirement as set by the HSE.	James Russell; Marshal Scott
PI EH3 The percentage of food complaints responded to within 2 days	Mandatory requirement under the Food Safety Act.	James Russell; Marshal Scott
PI EH4 The percentage of health and safety complaints responded to within 2 days	Mandatory requirement as set out by the HSE.	James Russell; Marshal Scott
PI EH6 The percentage of air pollution complaints responded to within 2 days	Statutory requirement under the Environmental Protection Act 1990.	James Russell; Marshal Scott
PI EH7 The percentage of noise complaints responded to within 2 days	Statutory requirement under the Environmental protection Act 1990.	James Russell; Marshal Scott
PI EH8 The percentage of pest control complaints responded to within 2 days	Level of service agreed by committee, and as stated under the Ribble Valley Environmental Health Plan 2002.	James Russell; Marshal Scott
PI EH9 The percentage of requests for dog warden services responded to within 2 days	Level of service agreed by committee, and as stated under the Ribble Valley Environmental Health Plan 2002 (mandatory requirement).	James Russell; Marshal Scott
PI EH10 The percentage of infectious diseases reported that were responded to immediately	Required under Public Health legislation.	James Russell; Marshal Scott
PI EH13 (BV218a) Abandoned vehicles - % investigated within 24 hrs	Percentage of new reports of abandoned vehicles investigated within 24 hrs of notification.	John Heap; James Russell; Marshal Scott
PI EH14 (BV218b) Abandoned Vehicles - % removed within 24 hours of required time	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	John Heap; James Russell; Marshal Scott
NI 184 Food establishments in the area which are broadly compliant with food hygiene law	To protect public health by ensuring food is safe and fit to eat by monitoring local authorities' performance in increasing compliance in food establishments with food law. This is a proxy indicator which measures effectiveness of local authority food safety interventions on food safety compliance as opposed to measuring inputs such as inspections. Food hygiene was identified as a national regulatory priority in the recent Rogers Review recommendations which were accepted in full by the government.	James Russell; Marshal Scott

Financial Services

Code & Short Name	Description and Purpose	Managed By
PI FS5 Number of Audit reports	Number of Audit reports to Accounts and Audit Committee per annum To ensure Members are kept up to date with audit work.	Lawson Oddie; Jane Pearson
PI FS1 % of draft audit reports issued in less than 10 days from completion of audit	To ensure that final reports are not delayed for any reason having given auditee opportunity to respond with comments	Lawson Oddie; Jane Pearson
PI FS2 % of Final audit reports issued within 25 days of completion of audit	To ensure all aspects of work carried out are 'fresh' in mind and that any recommendations (especially high priority) can be agreed and implemented as soon as possible	Lawson Oddie; Jane Pearson

Code & Short Name	Description and Purpose	Managed By
PI FS3 Percentage of Audit Plan covered	To monitor progress on the achievement of the Audit Plan	Lawson Oddie; Jane Pearson
PI FS4i % of Audit recommendations accepted and implemented: high priority	Ensure that high priority recommendations which will affect controls are implemented and working as intended	Lawson Oddie; Jane Pearson
PI FS4ii % of Audit recommendations accepted and implemented: medium priority	Ensure that high priority recommendations which will affect controls are implemented and working as intended	Lawson Oddie; Jane Pearson
PI FS4iii % of Audit recommendations accepted and implemented: low priority	Ensure that high priority recommendations which will affect controls are implemented and working as intended	Lawson Oddie; Jane Pearson
PI FS6 Accrued interest to date from lending	To monitor the level of investment income received	Lawson Oddie; Jane Pearson
PI FS8 % of invoices paid within 10 days	Percentage of invoices for commercial goods & services provided by local suppliers paid by the authority within 10 days of receipt.	Lawson Oddie; Jane Pearson

Legal and Democratic Services

Code & Short Name	Description and Purpose	Managed By
PI LD2 Turnout for local elections	To provide relevant, accurate data re: electoral participation. Turnout is defined as the proportion of the electoral roll voting in any election for the authority in the year, except individual by-elections.	Diane Rice; Marshal Scott
PI LD1 (BV179) Standard searches carried out in 10 working days	The percentage of standard searches carried out in 10 working days	Diane Rice; Marshal Scott
PI PS26 How well informed about how and where to register to vote	Percentage of people surveyed who feel very well or well informed about how and where to register to vote	Diane Rice; Marshal Scott

Planning Services

Code & Short Name	Description and Purpose	Managed By
PI PL5 (BV188) % of planning decisions delegated to officers	The number of decisions delegated to officers as a percentage of all decisions	John Heap; John Macholc
PI PL10 Number of new homes granted planning permission	Number of new homes granted planning permission.	John Heap; John Macholc
PI PL11 Number of new homes constructed	Number of new homes constructed	John Heap; John Macholc
PI PL3 Applications refused by committee but recommended for approval	To monitor planning decisions made by committee.	John Heap; John Macholc
PI PL4 Applications approved by committee but officers recommended for refusal	To monitor planning decsions made by committee.	John Heap; John Macholc
PI PL1 (BV106) New homes built on previously developed land	Percentage of new homes built on previously developed land	John Heap; John Macholc
PI PL2 (BV204) Planning appeals allowed	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.	John Heap; John Macholc

Code & Short Name	Description and Purpose	Managed By
NI 157a (BV109a) Processing of planning applications: Major applications	To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.	John Heap; John Macholc
NI 157b (BV109b) Processing of planning applications: Minor applications	To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.	John Heap; John Macholc
NI 157c (BV109c) Processing of planning applications: Other applications	To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.	John Heap; John Macholc
NI 154 Net additional homes provided	Encourage a greater supply of new homes in England to address the long term housing affordability issue.	John Heap; John Macholc

Regeneration and Housing

Code & Short Name	Description and Purpose	Purpose	Managed By
PI RH2 Homeless: Number of applications for assistance	Demonstrates the number of households approaching the housing needs service for assistance. This enables the identification of homelessness trends, and assists in identifying preventative measures.		Colin Hirst; Marshal Scott
PI RH3 Homeless: Number of applications accepted	Demonstrates the number of households presenting as homeless who the Authority has a duty to re-house.		Colin Hirst; Marshal Scott
PI RH1 (BV64) No of private sector vacant dwellings that are returned into occupation or demolished	The number of private sector vacant dwellings that are returned into occupation or demolished during the current financial year as a direct result of action by the local authority		Colin Hirst; Marshal Scott
PI RH5 (BV183b) Length of stay in temporary accommodation (Hostel)	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.		Colin Hirst; Marshal Scott
PI RH6 (BV213) Preventing Homelessness - number of households where homelessness prevented	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation		Colin Hirst; Marshal Scott
NI 155 Number of affordable homes delivered (gross)	To promote an increase in the supply of affordable housing.		Colin Hirst; Marshal Scott
NI 156 Number of households living in temporary accommodation	To monitor progress towards halving the number of households in temporary accommodation provided under the homelessness legislation from 101,000 households in Q4 2004 to 50,500 households by 2010.		Colin Hirst; Marshal Scott

Revenues and Benefits

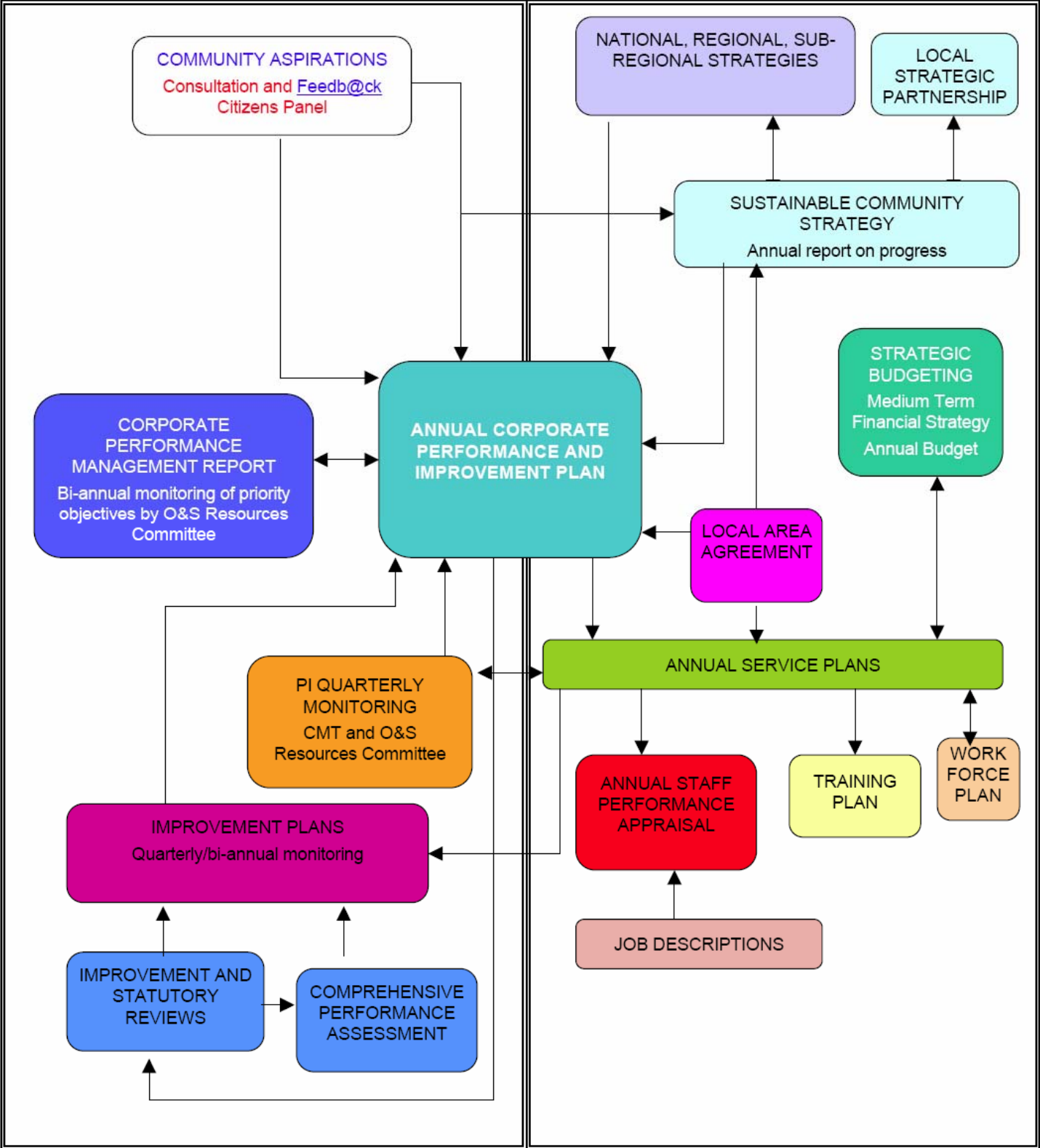| Code & Short Name	Description and Purpose	Managed By
PI RB1 CTAX direct debit take-up as a percentage of chargeable accounts	Direct Debit is the most efficient method of payment and therefore something we encourage. This indicator is a good means of measuring how successful we are at encouraging DD takeup.	Mark Edmondson; Jane Pearson
PI RB2 CTAX Direct Debit take-up as a percentage of receipts	Direct Debit is the most efficient method of payment.	Mark Edmondson; Jane Pearson
PI RB3 NNDR Direct Debit take-up as a percentage of chargeable properties	Direct Debit is the most efficient method of payment and therefore something we encourage. This indicator is a good means of measuring how successful we are at encouraging DD takeup.	Mark Edmondson; Jane Pearson
PI RB4 NNDR Direct Debit take-up as a percentage of receipts	Direct Debit is the most efficient method of payment.	Mark Edmondson; Jane Pearson
PI RB5 (BV9) % of Council Tax collected	Percentage of Council Tax collected by the Authority in the year	Mark Edmondson; Jane Pearson
PI RB6 (BV10) Percentage of Non-domestic Rates Collected	The percentage of non-domestic rates due for the financial year which were received by the authority	Mark Edmondson; Jane Pearson
PI RB7 (BV76c) Housing Benefits Security number of fraud investigations	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.	Mark Edmondson; Jane Pearson
PI RB8 (BV76d) Housing Benefits Security number of prosecutions & sanctions	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.	Mark Edmondson; Jane Pearson
PI RB10 (BV79b1) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable over-payments during that period.	Mark Edmondson; Jane Pearson
PI RB11 (BV79b2) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	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.	Mark Edmondson; Jane Pearson
PI RB12 (BV79b3) Percentage of Recoverable Over payments Recovered (HB)	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	Mark Edmondson; Jane Pearson
PI RB13 (BV78a) Speed of processing - new HB/CTB claims	To measure average processing time taken across 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.	Mark Edmondson; Jane Pearson

Code & Short Name	Description and Purpose	Managed By
NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Housing Benefit/Council Tax Benefit (HB/CTB) of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits can impact on some of the most vulnerable people in our society by: • Leading to rent arrears and evictions • Preventing access to housing because landlords are reluctant to rent to HB customers • Acting as a deterrent to people moving off benefits into work because of the disruption to their claim If HB/CTB customers receive a prompt service from their local authority there are positive outcomes across a range of agendas specifically reducing the number of people living in poverty, reducing homelessness and supporting people into work. An indicator similar to this has helped to deliver significant improvements in recent years, but many customers still have to wait longer than five weeks for their claims to be decided. This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and changes of circumstances reported by customers receiving those benefits. The indicator supports DWP's DSO 6.	Mark Edmondson; Jane Pearson

The Council's Performance Management and Strategic Planning Framework

PERFORMANCE MANAGEMENT

STRATEGIC PLANNING

The Council's Performance Management and Strategic Planning Framework

PERFORMANCE MANAGEMENT

STRATEGIC PLANNING

COMMUNITY ASPIRATIONS
Engagement, Consultation and
Feedb@ck Citizens Panel

NATIONAL, REGIONAL, AND
SUB-REGIONAL STRATEGIES

LOCAL
STRATEGIC
PARTNERSHIP

SUSTAINABLE COMMUNITY
STRATEGY
Annual report on progress

CORPORATE
STRATEGY

STRATEGIC
BUDGETING
Medium Term
Financial Strategy
Annual Budget

PI DATA
Quarterly monitoring by
CMT, O&S and service
committees

ANNUAL SERVICE PLANS

IMPROVEMENT PLANS
Bi-annual monitoring

ANNUAL STAFF
PERFORMANCE
APPRAISAL

TRAINING
PLAN

WORK
FORCE
PLAN

IMPROVEMENT AND
STATUTORY REVIEWS
(Benefits Inspectorate and
any new inspection regime
which may replace CAA)

JOB DESCRIPTIONS