

KEY PERFORMANCE INDICATORS 2010/11

NATIONAL INDICATORS

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
NI 014	<i>Reducing avoidable contact: The proportion of customer contact that is of low or no value to the customer.</i> This indicator seeks to identify customer contact that is 'avoidable', in order to redesign services and the provision of information so that customers do not have to make valueless contacts with the Council (LOW).	Deputy Chief Executive	Not set	26.90%	Not set	Reported at year-end	Not to be set	This indicator measures the proportion of customer contact that is of low or no value to the customer, and is required to be reported on an annual basis only. Outturn performance for the indicator is assessed by way of a manual survey measure across a range of specific service areas. No target is expected to be set for NI14, as the purpose of the indicator is to drive priority-led improvements and not to simply arrive at a reducing year on year result. No direct comparisons are available for the indicator, in view of the varying data collection approaches utilised by local authorities.
NI 154	<i>Net additional homes provided.</i> This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year (HIGH).	Director of Planning and Economic Development	144.00	157.00	144.00	93.00	DoPED to report	Although the cumulative total for this indicator for 2009/10 has not reached target levels so far, it is expected that several housing sites will commence numerous units within the next two months. It is clear that housebuilding has suffered as a result of the economic recession, but that buildings still continues. The Director of Planning and Economic Development will report with regard to the identification of a target for the indicator for 2010/11.
NI 155	<i>Number of affordable homes delivered (Gross).</i> This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions (HIGH).	Director of Housing	66.00	20.00	57.00	22.00	70.00	The target for 2009/10 is expected to be achieved. It is difficult to predict the number of affordable homes to be provided in the current economic climate, since there is a dependence on developers' building programmes. However, the proposed target for 2010/11 is considered reasonable, based on the current number of affordable homes that have received planning permission.
NI 156	<i>Number of households living in temporary accommodation.</i> This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation (LOW).	Director of Housing	104.00	70.00	100.00	51.00	60.00	The target has been reduced in recognition of the currently reduced numbers of households in temporary accommodation. However, there are uncertainties over the impact of the current economic climate on future homelessness levels.
NI 157 (a)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks) (HIGH).	Director of Planning and Economic Development	80.71%	59.38%	81.00%	60.87%	81.00%	Performance against this indicator is volatile due to the low number of applications received, which are usually more complex and time consuming to determine, and are sometimes delayed until a legal agreement, necessary to make the development acceptable, is signed. Improved performance could be achieved by not seeking such agreements, full staffing levels (including the filling of a post until recently seconded to the Forward Planning section, making fuller use of pre-application meetings, and no deferrals at Area Plans Sub-Committee meetings. It is therefore recommended the target for this indicator for 2010/11 should remain the same as for 2009/10.
NI 157 (b)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks) (HIGH).	Director of Planning and Economic Development	83.66%	79.64%	84.00%	79.42%	DoPED to report	A consistent outturn has been achieved for this indicator over last few years, of just under 80%. The target for the current year is not achievable unless delegated powers are altered to allow more of this type of application to be dealt with by the Director of Planning and Economic Development. The Director of Planning and Economic Development will report with regard to the identification of a target for the indicator for 2010/11.

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NI 157 (c)	<i>Processing of planning applications as measured against targets.</i> This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks) (HIGH).	Director of Planning and Economic Development	92.57%	89.88%	93.00%	93.64%	94.00%	The applications covered by this indicator are, in the main, the smaller type of development (household extensions, changes of use, advertisements etc.). Virtually all applications delegated to the Head of Planning and Economic Development are being determined within the target time, and the filling of the until recently post seconded to the Forward Plan section, would slightly improve performance and free-up more senior officer time to concentrate on achieving the target set for NI 157(a). A small increase in the target is proposed for 2010/11.
NI 158	<i>Percentage of non-decent council homes.</i> This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent (LOW).	Director of Housing	1.50%	1.50%	0.00%	Year-end	0.00%	The Government's Decent Homes Target comes to an end in 2010, and the Council is on target to have no non-decent homes by March 2010. The challenge for the Council will then be to ensure that homes that may become non-decent are addressed before this happens. The proposed target of 0% non-decent homes for 2010/11 reflects this intention.
NI 159	<i>Supply of ready to develop housing sites.</i> This indicator measures the ability of local planning authorities to maintain a five-year supply of deliverable sites for housing through the Local Development Framework, and is the total number of net additional dwellings that are deliverable as a percentage of the planned housing provision (in net additional dwellings) for the five year period. (HIGH).	Director of Planning and Economic Development	100.00%	212.40%	100.00%	164.77% (year-end)	100.00%	The target for this indicator has been met and exceeded for 2009/10. However, it is considered that the target for 2010/11 should not be changed, as the achievement of 100.00% represents the complete fulfillment of the government's housing target assigned to the Council through the East of England Plan. Therefore performance of anything over 100.00% represents an over-provision of housing.
NI 160	<i>Local authority tenant satisfaction with landlord services.</i> This indicator encourages the delivery of good housing management services by local authorities, where they retain ownership of council housing (HIGH).	Director of Housing	85.00%	83.50%	N/A	N/A	84%	This is already a challenging target, with performance well into the top quartile. A small increase in the target is proposed for 2010/11.
NI 170	<i>Previously developed land that has been vacant or derelict for more than 5 years.</i> This indicator measures the success of local authorities in facilitating the re-use of brown field land as a contribution to regeneration and economic growth, and is expressed (in percentage terms) as the area of developed land that is vacant or derelict for more than five years (LOW).	Director of Planning and Economic Development	10.00%	0.16%	1.00%	Reported at year-end	1.00%	The calculation of this indicator, which comprises the National Housing Land Use Database (NLUD) return, takes significant time and resource, and the results are not something which the Council uses for its own purposes. There have been recently indications from the Government that the NLUD system would be abandoned, or at least limited to London Boroughs only. Performance against this indicator is reported at year-end only, but it is proposed that the target for 2010/11 should remain the same as for the last year.
NI 179	<i>Value for Money: Total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year.</i> This indicator measures the total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (HIGH).	Director of Finance and ICT	£635,000.00	£1,241,350.00	£300,000.00	Reported at year-end	£600,000.00	The proposed target for this indicator for 2010/11 is in line with the current Medium-Term Financial Strategy.
NI 180	<i>The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit entitlement within the year (per 1000 caseload).</i> This indicator ensures that customers receive the correct amount of HB/CTB and contributes to reducing poverty and fraud and error (N/A).	Director of Finance and ICT	975.00	Unable to report	1000.00	1242.00	1,500.00	The target for this indicator for 2009/10 was set too low, and experience to date suggests that the proposed for 2010/11 target is more realistic.
NI 181	<i>Time taken (days) to process Housing Benefit/Council Tax Benefit new claims and change events.</i> This indicator measures benefit performance, as delays in the administration of benefits can impact on some of the most vulnerable people (LOW).	Director of Finance and ICT	15.00	11.54	15.00	13.67	13.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
NI 182	<i>Satisfaction of businesses with local authority regulation services (environmental, health, licensing, public sector landlords).</i> This indicator supports the success of the economy through a business friendly environment (HIGH).	DoESS, DoH, DoCSS	Not set	50.00%	75.00%	Reported at year-end	78.00%	The methodology for the collection of data for this indicator has been radically changed from 2009/10, and a significant improvement in performance is expected for 2010/11 at the year end. That being the case, a small improvement in the target is proposed for next year.

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NI 184	<i>Food establishments in the area which are broadly compliant with food hygiene law.</i> This indicator protects public health by ensuring food is safe and fit to eat by monitoring local authority performance in increasing compliance with food law (HIGH).	Director of Environment and Street Scene	80.00%	80.00%	80.00%	Reported at year-end	82.00%	The Council is already one of the better performing authorities in Essex for this indicator, and a modest increase in the target is therefore proposed for 2010/11.
NI 185	<i>CO2 reduction from local authority operations.</i> This indicator supports the achievement of the Government's climate change objectives, as the public sector is in a key position to lead on carbon emissions by setting a behavioural and strategic example. Performance is measured as a percentage reduction (or increase) from the 2008 baseline (HIGH).	Director of Planning and Economic Development	Not set	Not reported	Not set	Reported at year-end	10.00%	The proposed target for 2010/11 meets the requirement of the 10:10 initiative. 10:10 is an ambitious project to unite every sector of British society behind one simple idea, that by working together a 10% cut in the United Kingdom's carbon emissions can be achieved in 2010.
NI 186	<i>Per capita reduction in CO2 emissions in the local authority area (LAA Indicator).</i> This indicator supports the achievement of the Government's climate change objectives, as the public sector is in a key position to lead on carbon emissions by setting a behavioural and strategic example. Performance is measured as a percentage reduction (or increase) from the 2005 baseline (HIGH).	Director of Planning and Economic Development	Not set	Not reported	3.00%	Reported at year-end	9.00%	The Department for Energy and Climate Change (DECC) has recently published baseline data for this indicator (2005 - 6.5 tonnes CO2 per capita, 2006 - 6.4 tonnes CO2 per capita, 2007 - 6.3 tonnes CO2 per capita), which indicates an annual reduction of a little over 1.5% against the baseline year. The proposed reduction target for 2010/11 is therefore considered realistic as a cumulative position. However, given that there is a two year lag on the publication of data for the indicator, performance against the target for 2010/11 will not be published by DECC until 2013.
NI 187	<i>Tackling fuel poverty: People receiving income based benefits living in homes with a low energy efficiency rating.</i> This indicator assesses levels of fuel poverty through an annual survey of people receiving income based benefits living in homes with low energy efficiency ratings (LOW).	Director of Planning and Economic Development	Not set	12.00%	11.50%	Reported at year-end	To be set at year-end	Performance against this indicator will not be available until the year-end. At this stage, it is not therefore possible to identify a proposed target for 2010/11.
NI 188	<i>Planning to adapt to climate change (LAA Indicator).</i> This indicator ensures that local authorities are prepared to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment, from a changing climate. Performance against this indicator is reported on the basis of four levels (Level 1 - Public commitment and risk-based assessment, Level 2 - Comprehensive risk-based assessment and prioritised action in some areas, Level 3 - Comprehensive action plan and prioritised action in all areas, Level 4 - Implementation, monitoring and continuous review) (HIGH).	Director of Planning and Economic Development	Level 1	Level 1	Level 2	Reported at year-end	Level 2	Although the proposed target for 2010/11 contradicts the Council's Climate Change Strategy, it is proposed to continue the Level 2 target for this indicator for 2010/11, as the Council is unlikely to meet the criteria for the achievement of Level 3 in this period.
NI 191	<i>Residual household waste per household (cumulative Kg) (LAA Indicator).</i> This indicator supports Government wishes to achieve year on year reductions in the amount of residual waste collected, through a combination of less overall waste and more reuse, recycling and composting (LOW).	Director of Environment and Street Scene	554.00	539.00	548.00	348.00	500.00	The Local Area Agreement target for this indicator is 554kg. However, the new waste management arrangements implemented in September 2009 are delivering significant reductions in residual waste and if the third quarter position of 348kg is calculated on a pro-rata basis for the full year, the predicted outturn is 464kg. However, the third quarter position is unaudited, and may not reflect the totality of additional Christmas/New Year waste. Therefore, the 2009/10 outturn is likely to be nearer to 500kg per household. Furthermore, the Cabinet will consider the collection of household waste from village halls, places of religious worship and schools etc in March 2010 and, depending on levels of service take-up, this will result in an increase in the waste stream overall and also residual waste. A target of 500kg is currently proposed for 2010/11, to be reviewed once the outturn for 2009/10 is clear.
NI 192	<i>Percentage of household waste sent for reuse, recycling and composting (LAA Indicator).</i> This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for reuse, recycling, composting or anaerobic digestion (HIGH).	Director of Environment and Street Scene	40.00%	43.44%	42.00%	50.90%	58.00%	The Local Area Agreement target for this indicator is 42%. However, the new waste management arrangements implemented in September 2009 are delivering significant improvements in recycling performance, approaching 60% in some areas. The proposed target for 2010/11 reflects this current performance, but also allows for lower performance in some areas, which will exist until all flats and communal buildings have been provided with formal recycling facilities. The target may require review once the audited outturn for 2009/10 is known.

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NI 194	<i>Air quality: Percentage reduction in NOx and primary PM10 emissions through the local authority's estate and operations.</i> This indicator measures the percentage reduction in NOx and primary PM10 emissions through the Council's estate and operations, to identify local authorities that are proactive in minimising air pollution emissions (HIGH).	Director of Planning and Economic Development	Not set	Not reported	Not set	Reported at year-end	To be set at year-end	Performance against this indicator will not be available until the year-end. At this stage, it is not therefore possible to identify a proposed target for 2010/11.
NI 195 (a)	<i>Improved street and environmental cleanliness (Litter).</i> This indicator seeks to reduce unacceptable levels of litter. Performance is reported as the percentage of relevant land and highways assessed as having deposits of litter that fall below an acceptable level (LOW).	Director of Environment and Street Scene	10.50%	11.67%	10.00%	11.00%	10.00%	Performance against this indicator is now consistently in the region of 10% to 11%. Whilst the proposed target for 2010/11 remains the same as for 2009/10, it is more resource intensive to generate improvements in standards from 10% onwards. Now that the new recycling system is fully in place, it should be possible to devote additional monitoring to the street cleansing service to ensure continued improvement.
NI 195 (b)	<i>Improved street and environmental cleanliness (Detritus).</i> This indicator seeks to reduce unacceptable levels of detritus. Performance is reported as the percentage of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level (LOW).	Director of Environment and Street Scene	15.00%	14.00%	13.00%	14.00%	13.00%	Performance against this indicator is now consistently within the 13% to 14% range. The retention of the current target for 2010/11 appears reflects the nature of the district's highway network, with significant lengths of road without kerb edges etc. Furthermore, recent damage to the highway infrastructure caused by the severe winter weather will also impact adversely on the levels of detritus. Significant improvement over present levels would require additional resources to be applied which, if available, would be more effective if directed at litter (NI 195(a)).
NI 195 (c)	<i>Improved street and environmental cleanliness (Graffiti).</i> This indicator seeks to reduce unacceptable levels of graffiti. Performance is reported as the percentage of relevant land and highways assessed as having deposits of graffiti that fall below an acceptable level (LOW).	Director of Environment and Street Scene	5.00%	0.33%	0.25%	0.00%	0.25%	Levels of graffiti within the district remain very low. Although the third quarter position for this indicator for 2009/10 was 0% (ie. no graffiti detected during formal assessment), the proposed target for 2010/11 will maintain the Council's close attention to dealing with incidences of graffiti effectively.
NI 195 (d)	<i>Improved street and environmental cleanliness (Fly-Posting).</i> This indicator seeks to reduce unacceptable levels of fly-posting. Performance is reported as the percentage of relevant land and highways assessed as having levels of fly-posting that fall below an acceptable level (LOW).	Director of Environment and Street Scene	5.00%	0.00%	0.00%	0.00%	0.00%	Levels of fly-posting within the district remain very low. Although the third quarter position for this indicator for 2009/10 was 0% (ie. no fly-posting detected during formal assessment), the proposed target for 2010/11 will maintain the Council's close attention to dealing with incidences of fly-posting effectively
NI 196	<i>Improved street and environmental cleanliness (Fly-Tipping).</i> This indicator seeks to achieve reductions in the total number of incidents and an increase in enforcement action taken to deal with the illegal disposal of waste. Performance against this indicator is reported on the basis of four grades (Grade 1 - Very Effective, Grade 2 - Effective, Grade 3 - Not Effective, Grade 4 - Poor) (LOW).	Director of Environment and Street Scene	Grade 2	Grade 2	Grade 2	Grade 2	Grade 2	The achievement of Grade 1 for this indicator is challenging, requiring both an increase in enforcement activity and a decrease in fly-tipping overall. Although the Environmental Enforcement Team is now fully in place and should be able to apply the resources necessary to deliver an increase in enforcement activity and a decrease in fly-tipping, it is considered appropriate to retain the Grade 2 target for 2010/11.

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LOCAL PERFORMANCE INDICATORS

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LPI 01	<i>The level of the Equality Standard for Local Government. The Equality Standard provides a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services (HIGH).</i>	Deputy Chief Executive	Level 2 (of EFLG)	Level 2 (of EFLG)	Level 2 (of ESLG)	Reported at year-end	Level 2 (of ESLG)	The Equality Framework for Local Government (EFLG) was introduced from 1 April 2009, replacing the previous Equality Standard for Local Government (ESLG), and provides an improved framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. The former ESLG assessed local authority performance at five levels, where Level 5 represented best performance. The new EFLG uses a wider definition of equality, based on the idea of equal life chances, and assesses local authority performance at three levels, where Level 3 represents best performance. The Council's performance against the previous ESLG contributes towards the achievement of specific levels of the new EFLG, and currently places the authority at Level 1, which supported the Level 2 target for 2009/10. A 'peer challenge' of the Council's equality performance is to be undertaken in early 2010, and it is considered appropriate to retain the Level 2 target for 2010/11, pending the outcome of this exercise.
LPI 02(a)	<i>The percentage of Premises Licence applications determined within thirty days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 02(b)	<i>The percentage of Temporary Event Licence applications determined within five days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 02(c)	<i>The percentage of Hackney Carriage/Private Hire licence applications determined within five days. This indicator monitors the Council's effectiveness in the determination of statutory licences.</i>	Director of Corporate Support Services	New indicator for 2009/10	New indicator for 2009/10	100.00%	100.00%	100.00%	Current workloads within the Licensing Section have continued to increase, both in terms of volume and complexity. The ability of the Section to maintain target performance for 2010/11 will therefore be sufficiently challenging, whilst remaining realistic.
LPI 04	<i>Rent collected as a proportion of rents owed on housing revenue account dwellings. This indicator is a measure of a local authority's rent collection and arrears recovery service (HIGH).</i>	Director of Housing	98.81%	99.24%	98.80%	97.2%	97.00%	Following a change in the law relating to 'tolerated trespassers', resulting in tenants with court orders now having to be considered as current tenants (whereas in the past they could be considered as former tenants), the rent collection figure will not be as high as in previous years. The proposed target for 2010/11 has been set by reference to the Quarter 3 position for 2009/10.
LPI 05	<i>Average number of days to re-let Council dwellings. This indicator measures the Council's housing management performance, as it is important that property re-let times are kept to a minimum in view of current pressures on social housing (LOW).</i>	Director of Housing	49.00	50.00	40.00	30.00	30.00	Current performance is on target for 2009/10. The proposed improvement in the target for 2010/11 is based on the out-turn figure for Quarter 3 of the current year.
LPI 07	<i>Emergency repairs undertaken within target time (within 24 hours). This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time (HIGH).</i>	Director of Housing	99.00%	99.00%	99.00%	98.07%	99.00%	It is proposed to retain the current target for this indicator for 2010/11.

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LPI 08	<i>Urgent repairs undertaken within target time (within 5 working days).</i> This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time (HIGH).	Director of Housing	95.00%	86.00%	95.00%	93.66%	95.00%	Proposed retention of the current target. It is suggested that the target be reviewed for 2011/12, following the appointment of a private Repairs Management Contractor.
LPI 09	<i>Routine repairs undertaken within target time (within 6 weeks).</i> This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time (HIGH).	Director of Housing	95.00%	86.00%	90.00%	96.70%	95.00%	Proposed improvement in the target, to recognise the improvement in reponse times during 2009/10
LPI 10	<i>Satisfaction with repairs.</i> This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants (HIGH).	Director of Housing	98.00%	98.00%	98.00%	98.53%	98.00%	It is proposed to retain the current target for this indicator for 2010/11.
LPI 13	<i>Percentage of invoices paid within 30 days of receipt.</i> This indicator encourages the prompt payment of undisputed invoices for commercial goods and services (HIGH).	Director of Finance and ICT	97.00%	97.17%	97.00%	98.00%	98.00%	The proposed target for 2010/11 for this indicator is considered to be the highest sustainable, without compromising the accuracy of payments and the effectiveness of checking processes.
LPI 14	<i>Percentage of Council Tax collected.</i> This indicator monitors the rate of collection of Council Tax (HIGH).	Director of Finance and ICT	98.50%	97.60%	98.00%	77.72%	97.80%	A slightly lower target is proposed for this indicator for 2010/11, given the ongoing economic situation and the increasing number of residents experiencing financial difficulties.
LPI 15	<i>Percentage of non-domestic rates collected.</i> This indicator monitors the rate of collection of NNDR (HIGH).	Director of Finance and ICT	99.30%	97.58%	98.20%	81.50%	98.00%	A slightly lower target is proposed for this indicator for 2010/11, given the ongoing economic situation and the increasing number of residents experiencing financial difficulties.
LPI 16	<i>Average time (days) for processing new benefit claims.</i> This indicator monitors the administration of Housing and Council Tax Benefit (LOW).	Director of Finance and ICT	30.00	47.12	25.00	34.81	25.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
LPI 17	<i>Average time (days) for processing notification of changes of circumstance for benefit claims.</i> This indicator monitors the administration of Housing and Council Tax Benefit (LOW).	Director of Finance and ICT	11.00	6.05	10.00	8.49	8.00	It is hoped that the effects of the restructure of the Benefits Division and a reduction in staff turnover, will allow an improvement in performance for 2010/11.
LPI 23	<i>Capital Projects 'Cost'.</i> This indicator is intended to measure the delivery of capital projects (LOW).	Director of Finance and ICT	Not set	N/A	Not set	N/A	See comment	In view of the limited value of this indicator, it has previously been recommended that it be deleted as a Key Performance Indicator. This recommendation was not accepted by members, and the Director of Finance and ICT will report on further proposals for the development of this indicator for 2010/11.

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LPI 24(a)	<i>The number of visits to the Council's website.</i> This indicator measures the number of visits to the Council's website (HIGH).	Deputy Chief Executive	815,000.00	733,551.00	756,000.00	641,849.00	870,000.00	The accumulated total website visits for the period from 1 April to 31 December 2009 was 641,849, maintaining an average of 210,000 visits per quarter. Based on this pattern of visits, it is estimated that the outturn for 2009/10 will be 850,000 website visits. At this rate of increase, it is appropriate to set a target of 870,000 website visits for 2010/11.
LPI 24(b)	<i>The quality of the Council's website.</i> This indicator assesses the quality of the Council's website, using a national standard developed by the Society of Information Technology Management. Performance against this indicator is reported on the basis of three grades (Grade 1 - Standard, Grade 2 - Transactional, Grade 3 - Excellent) (HIGH).	Deputy Chief Executive	New indicator for 2009/10	New indicator for 2009/10	Grade 2	Reported at year-end	Grade 3	It is hoped that the Council's website will achieve Grade 2 (Transactional) of the SOCITM standard for 2009/10, and that this position can be consolidated by the achievement of Grade 3 in 2010/11.
LPI 28	<i>Number of working days lost due to sickness absence.</i> This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy (LOW).	Director of Corporate Support Services	8.00	10.50	8.00	6.19	8.00	The Council's Managing Absence Policy sets eight days as the trigger level for management action. It is therefore reasonable that the target for this indicator should continue to reflect this trigger level.
LPI 39	<i>Rent arrears as a percentage of rental income (excluding housing property).</i> This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio (LOW).	Director of Corporate Support Services	3.50%	3.81%	3.00%	Reported at year-end	3.00%	The proposed target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the year is known. However it would seem unrealistic to set a lower target for 2010/11, given the current economic climate.
LPI 40	<i>The occupation rate of commercial and industrial property.</i> This indicator monitors the effectiveness of the local authority's asset management function (HIGH).	Director of Corporate Support Services	97.00%	98.64%	99.00%	Reported at year-end	99.00%	The target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the year is known. It is unlikely that a 100% occupation rate could be maintained on a sustained basis, as there is always an element of turnover given the size of the portfolio.
LPI 41	<i>Rental value as a percentage yield of the commercial and industrial portfolio asset value.</i> This indicator monitors the effectiveness of the local authority's asset management function (HIGH).	Director of Corporate Support Services	9.50%	7.70%	8.00%	Reported at year-end	9.00%	The target for 2010/11 has been set without knowledge of the final outturn for 2009/10. Therefore some adjustment may be necessary when the outturn for the is known. It is considered that this indicator is of limited value, as the percentage yield is subject to more than variable, i.e. rental income and capital value. A change in capital value downwards will result in a higher percentage yield even if the rental income remains approximately the same. The opposite would apply if there was an increase in capital value, i.e. the percentage yield would go down. 2009/10 saw a 10.2% reduction in capital value following the latest asset valuation.
LPI 44	<i>Achievement of milestones within Local Development Scheme.</i> This indicator ensures that local planning authorities plan effectively for their areas (N/A).	Director of Planning and Economic Development	Yes	No	Yes	No	Yes	The development of the Local Development Framework (LDF) has been delayed for several reasons, including the delayed adoption of the East of England Plan and the legal challenges thereto, and the direction placed on the Council in relation to the production of a Development Plan Document concerning gypsies and travellers, which has necessarily had to take priority. It is intended that the LDF will be in place by the middle of 2010/11, when appropriate milestones will be developed. The LDF is intended to be a rolling three year programme, and it is therefore considered appropriate to monitor performance against this indicator on an annual rather than quarterly basis in future.
LPI 45	<i>Number of appeals allowed against refusal of planning applications, as percentage of the total number of appeals against refusals.</i> This indicator seeks to assess the levels of applications that may be refused in order to meet development control performance targets (LOW).	Director of Planning and Economic Development	25.00%	40.30%	25.00%	32.00%	25.00%	More caution is needed in deciding whether there is a likelihood of the Council's refusal of a planning application being upheld on appeal. The Planning Inspectorate appears to be allowing more appeals and are not sympathetic to reasons that are assumptions without evidence in support, or reasons relying too much on detail, such as design aspects. It is recommended that the target for this indicator for 2010/11 should therefore remain the same as for previous years.

Ref:	Summary Definition and Direction of Improving Performance (HIGH/LOW)	Responsibility	Target 2008/09	Outturn 2008/09	Target 2009/10	Quarter 3 Performance 2009/10	Proposed Target 2010/11	Comments/Justification for Proposed Target for 2010/11
LPI 49	<i>Number of pupils visiting museums and galleries in organised school groups.</i> This indicator encourages local authorities to make museums more attractive to local communities and to maximise their educational value (HIGH).	Deputy Chief Executive	4,100.00	3,989.00	4,100.00	3,666.00	4,200.00	Formal education sessions are provided to schools by the Museum education officer. This officer also provides sessions and work programmes for other target audience groups and is currently working to capacity, educational usage to the service has been recognised already as achieving top quartile results. . Future growth in this area is tied to resources and linked to Museum plans to increase space and resources within the Museum buildings to support educational visits.
LPI 50	<i>The number of elderly people participating in physical activity programmes provided by the Council.</i> This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population.	Deputy Chief Executive	New indicator for 2009/10	New indicator for 2009/10	900.00	4,978.00	14,000.00	Performance against this indicator has increased due to the figure including participation in the Active Health, New Horizons and Lifewalks Programmes. The Sports and Health Development team will increase the number of opportunities available to older people, and there is therefore an anticipated increase in the indicator. The target for 2010/11 has been significantly increased from that for 2009/10.
LPI 51	<i>Environment and Neighbourhoods Team service standards.</i> Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	90.00%	95.60%	95.00%	This is a new indicator for 2009/10, and a modest increase in the target is proposed for 2010/11, based on current performance.
LPI 52(a)	<i>Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of flats and communal buildings surveyed).</i> This indicator reports the percentage of flats and communal buildings that have been surveyed for the provision of containerised recycling facilities for at least two recyclable materials (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	75.00%	60.84%	95.00%	The proposed target for 2010/11 is predicated on all existing flats and communal buildings being surveyed, in addition to all new developments having adequate facilities provided as part of the development control/planning process.
LPI 52(b)	<i>Implementation of formal containerised recycling facilities in flats and communal buildings (Percentage of schemes implemented).</i> This indicator reports the percentage of flats and communal buildings where containerised recycling facilities for at least two recyclable materials have been implemented (HIGH).	Director of Environment and Street Scene	New indicator for 2009/10	New indicator for 2009/10	85.00%	100.00%	100.00%	The proposed target for 2010/11 is predicated on all existing flats and communal buildings having been surveyed and systems implemented, in addition to all new developments having adequate facilities provided as part of the development control/planning process.
LPI 53	<i>The number of completed fraud investigations carried out by the Benefits Investigation Team.</i> This indicator monitors the effectiveness of the Benefit Fraud Team (HIGH).	Director of Finance and ICT	New indicator for 2009/10	New indicator for 2009/10	500.00	243.00	500.00	The achievement of this target for 2010/11 is dependant on the filling of current vacancies in the Benefits Interventions and Investigations Section.