

KEY PERFORMANCE INDICATORS 2010/11 - REVIEW

NATIONAL INDICATORS

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
NI 154	ADDITIONAL HOMES PROVIDED (NET) 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	157.00	176.00	180.00	142.00	YES	The Government has recently issued a consultation document in respect of the proposed New Homes Bonus (NHB) to encourage sustainable new housing development, through payments to authorities reflective of the national average for the Council Tax Band for each additional new property paid over a six year period as un-ringfenced grant. The consultation document was considered by the Planning Services Scrutiny Panel on 2 December 2010 and, in view of the importance of the NHB proposal, the views of the Scrutiny Panel will be referred to the full Council for ratification later in the month. If the NHB is introduced, the need for this indicator will be removed but, in the meantime, it is important to maintain a focus on housing delivery even in times of recession, because of the local level of housing need. For the time being therefore, this indicator should be retained as a KPI for 2011/12.	Quarterly
NI 155	AFFORDABLE HOMES DELIVERED (GROSS) This indicator promotes an increase in the supply of affordable housing through new-build completions, changes of use and conversions (HIGH).	Director of Housing	20.00	63.00	70.00	37.00	YES	Subject to the Government's proposed revocation of Regional Spatial Strategies and regional housing targets through the proposed Localism Bill, local planning authorities will have responsibility for setting their own targets for housing growth in their districts, including affordable housing. In view of the proposed introduction of the supplement to the New Homes Bonus for affordable housing provision (£350 per property for six years), and the desperate need for affordable housing in the district, this continues to be an important KPI and should be retained for 2011/12.	Quarterly
NI 156	HOUSEHOLDS LIVING IN TEMPORARY ACCOMMODATION This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation (LOW).	Director of Housing	70.00	46.00	60.00	56.00	YES	There is a general expectation that homelessness will increase when the Government introduces proposed reductions in Housing Benefit. Added to the current economic climate, this KPI should be retained for 2011/12 in order to measure the effect of reductions in Housing Benefit, especially if greater use of bed and breakfast accommodation is necessary, with associated increased costs for the Council's General Fund.	Quarterly
NI 157 (a)	PROCESSING OF PLANNING APPLICATIONS 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	59.38%	67.86%	81.00%	92.86%	YES	The speed of the delivery of decisions on planning applications has long been an important measure of performance, and was carried forward as a National Indicator from the former Best Value Performance Indicator regime in 2007/08. This indicator has traditionally been of particular interest to members as a priority of the Council, and should be retained as a KPI for 2011/12.	Quarterly
NI 157 (b)	PROCESSING OF PLANNING APPLICATIONS 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	79.64%	79.67%	80.00%	83.33%	YES	The speed of the delivery of decisions on planning applications has long been an important measure of performance, and was carried forward as a National Indicator from the former Best Value Performance Indicator regime in 2007/08. This indicator has traditionally been of particular interest to members as a priority of the Council, and should be retained as a KPI for 2011/12.	Quarterly
NI 158	NON-DECENT COUNCIL HOMES 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%	0.00%	0.00%	N/A	YES	Although the Council currently has no non-decent homes, every year a number of Council properties become potentially non-decent on an ongoing basis, requiring repairs/improvements to ensure that they remain decent. Many other councils still have a long way to go until all their homes are decent, and it is important to monitor this issue, to ensure that the Council is keeping on top of the task to ensure no homes become non-decent. This indicator should therefore be retained as a KPI for 2011/12.	Year-end

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NI 159	SUPPLY OF READY TO DEVELOP HOUSING SITES 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	212.40%	164.76%	100.00%	N/A	YES	This indicator complements NI 154 (Additional Homes Provided (Net)) If an authority does not have an adequate supply of housing sites, it is likely to lose appeals for proposals which would otherwise have been rejected. This indicator should therefore retained as a KPI for 2011/12.	Year-end
NI 179	VALUE FOR MONEY 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	£1,241,350	£311,076	£600,000	N/A	NO	The guidance for this indicator was inadequate and reliable comparisons between authorities have not been possible. What is far more relevant and reliable, is actual reductions achieved in the Continuing Service Budget, which are reported as part of the budget process and then as part of annual outturn reports. This indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 181	TIME TAKEN (DAYS) TO PROCESS HOUSING BENEFIT/COUNCIL TAX BENEFIT NEW CLAIMS AND CHANGE EVENTS 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	11.54	8.16	13.00	12.64	NO	This is a standard indicator required by the Department for Work and Pensions, and calculation does not present any additional burden. However, if Members are happy to just receive data on new claims and change of circumstance processing, this indicator could be deleted as a KPI for 2011/12, as it is a combination of two existing separate indicators (LPI 16 and LPI 17).	Quarterly
NI 182	SATISFACTION OF BUSINESSES WITH LOCAL AUTHORITY REGULATION SERVICES (ENVIRONMENTAL, HEALTH, LICENSING, PUBLIC SECTOR LANDLORDS) This indicator supports the success of the economy through a business friendly environment (HIGH).	DoESS (as lead officer), DoH, DoCSS	50.00%	69.00%	78.00%	N/A	NO	This is a very complex indicator to collect data for, the outcome of which relies entirely upon responses from local businesses. The outcome of the indicator does little to genuinely inform the Council about what local businesses think of its enforcement activity. It is however important that business satisfaction is gauged in some way, and it is therefore proposed that the indicator be deleted as a KPI from 2011/12 and that previous arrangements (where in place) for the issue of pre-paid satisfaction cards at the time of inspection are reverted, to and reported through the business planning process.	Year-end
NI 185	CO2 REDUCTION FROM LOCAL AUTHORITY OPERATIONS 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 (HIGH).	Director of Planning and Economic Development	Not reported	Not reported	10.00%	N/A	YES	CO2 reduction is an important issue. The Council will continue to be assessed in terms of its provision of value for money, specifically in terms of how it is making effective use of natural resources. This indicator should therefore retained as a KPI for 2011/12.	Year-end
NI 186	PER CAPITA CO2 EMISSIONS IN THE LOCAL AUTHORITY AREA 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 (HIGH).	Director of Planning and Economic Development	Not reported	Not reported	8.00%	N/A	NO	The ability of the Council to influence reductions in carbon emissions by setting a behavioural and strategic example, is limited when compared to that of the Government and what legislation or taxation can influence. The retention of NI 185 is sufficient to demonstrate the Council's progress in this respect, and this indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 187	FUEL POVERTY 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	12.00%	6.00%	Not Set	N/A	YES	This has been a cumbersome indicator upon which to collect evidence, and it might be tempting to delete it as a KPI for 2011/12. However, the Council adopted a Fuel Poverty Strategy in 2007 and signed the Nottingham Declaration, and the strategy continues to be relevant. The Department for Energy and Climate Change Business Plan recently published by the Government refers to an impact indicator of the number of households in 'fuel poverty', and it would be sensible to retain this indicator as a KPI for 2011/12, even if the Government changes exactly what is measured after an independent review of this issue.	Year-end
NI 188	PLANNING TO ADAPT TO CLIMATE CHANGE 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 2	Level 2	N/A	NO	Local authorities have an essential role to play in planning ahead and taking adaptation action. Following the recent announcement to end the National Indicator Set, Defra has reviewed the value of continuing to report NI 188 data, and has concluded that whilst local authorities may wish to continue to collect the self-assessment data for their own adaptation purposes, they should no longer be required to report the data to central Government. The Council is not therefore required to submit a self-assessment at the end of this financial year, but will continue to seek to make local progress on adaptation.	Year-end

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NI 189	FLOOD AND COASTAL EROSION RISK MANAGEMENT This indicator records progress in delivering agreed measures to implement long-term flood and coastal erosion risk management plans. Performance against this indicator is reported as the percentage of agreed actions to implement risk management plans that are being undertaken satisfactorily (HIGH).	Director of Environment and Street Scene	N/A New KPI for 2010/11	N/A New KPI for 2010/11	80.00%	N/A	Defer Decision See Commentary	The Council's work in respect of this indicator is reported as part of the Environment Agency's overall return. At the present time, it is unknown whether the Environment Agency will continue to report local authority performance against this indicator following the abolition of the National Indicator set. It is therefore suggested that, if the Environment Agency decides to continue to report against the indicator, that the Council should similarly continue to report performance. However, if the Agency decides to cease performance monitoring in this respect, the Council would also abandon this indicator as a KPI. The Director of Environment and Street Scene will report further in this respect when the situation in respect of the indicator is clearer.	Year-end
NI 191	RESIDUAL HOUSEHOLD WASTE PER HOUSEHOLD 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. Performance is reported as a cumulative KG reduction (LOW).	Director of Environment and Street Scene	539.00	447.00	500.00	195.00	YES	This indicator is a key measure of the Council's waste management performance, and should be retained as a KPI for 2011/12.	Quarterly
NI 192	HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING AND COMPOSTING This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arising sent for reuse, recycling, composting or anaerobic digestion (HIGH).	Director of Environment and Street Scene	43.44%	51.17%	58.00%	61.25%	YES	This indicator is a key measure of the Council's waste management performance, and should be retained as a KPI for 2011/12.	Quarterly
NI 194	REDUCTION IN NOX AND PRIMARY PM10 EMISSIONS THROUGH THE LOCAL AUTHORITY'S ESTATE AND OPERATIONS 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 reported	Not reported	Not Set	N/A	NO	These are important emissions, but are controlled by other legislation and the actions of many agencies. For example, if air quality is particularly poor the Council has to declare an Air Quality Management Area. Whilst part of Epping High Street has been declared as an Air Quality Management Area, no part of the Council's estate or operations have warranted such action. This indicator should not therefore be retained as a KPI for 2011/12.	Year-end
NI 195 (a)	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (LITTER) 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	11.67%	11.00%	10.00%	9.00% (Period 1)	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12. As well as retention of the indicator, it is proposed to change performance reporting arrangements from the statutory four-monthly collection arrangements required by the National Indicator regime, to quarterly collection arrangements to align with the Council's existing Local Performance Indicator regime.	Four Monthly
NI 195 (b)	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (DETRITUS) 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	14.00%	13.00%	13.00%	8.00% (Period 1)	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12. As well as retention of the indicator, it is proposed to change performance reporting arrangements from the statutory four-monthly collection arrangements required by the National Indicator regime, to quarterly collection arrangements to align with the Council's existing Local Performance Indicator regime.	Four Monthly
NI 196	IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (FLY-TIPPING) 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 3	Grade 2	Grade 3	YES	This indicator is a key measure of the Council's effective management of the street scene, and should therefore be retained as a KPI for 2011/12.	Quarterly

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LOCAL PERFORMANCE INDICATORS									
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LPI 01	THE LEVEL OF THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT TO WHICH THE COUNCIL CONFORMS The Equality Framework for Local Government (EFLG) was introduced from 1 April 2009, replacing the previous Equality Standard for Local Government, and provides an improved framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. The EFLG assesses local authority performance at three levels, where Level 3 represents best performance (Level 1 – 'Developing'; Level 2 – 'Achieving'; Level 3 – 'Excellent') (HIGH).	Deputy Chief Executive	Level 1 (of previous Equality Standard)	Level 1	Level 2	N/A	YES	This indicator is a key measure of the Council's effective equality 'performance', and it remains important to monitor and review progress against the EFLG. A comprehensive action plan was developed following the informal Equality Peer Challenge in March 2010 and, although significant progress has been made, it is possible that not all relevant actions will have been completed by the end of the year. The achievement of Level 2 of the EFLG is subject to external assessment through a formal Peer Challenge process administered by Local Government Improvement and Development. No budget provision currently exists to resource the cost of the Peer Challenge, and the Corporate Equality Working Group is currently considering how to take this issue forward. If members were minded not to re-adopt this indicator as a KPI for 2011/12, progress against the EFLG would continue to be monitored by the Corporate Equality Working Group.	Year-end
LPI 04	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).	Director of Housing	99.24%	97.74%	97.00%	98.1%	YES	Rent collection performance continues to be an important housing performance measure, and this indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 05	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)..	Director of Housing	50.00	28.00	30.00	32.00	YES	Historically, empty property re-let periods have tended to be an 'achilles heel'. However, there are plans to significantly improve the re-letting time through the appointment of a private repairs management contractor to manage the Council's Housing Repairs Service from May 2011, and this appointment is currently out to tender. The specification for this contract includes a quarterly incentive payment if all of the contract performance indicators are met, and one of these contract indicators is to undertake all required repairs to empty properties (on average) within 2 weeks, including empty properties requiring extensive repairs. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 07	EMERGENCY REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 emergency repairs are completed on time (within 24 hours) (HIGH).	Director of Housing	99.00%	97.00%	99.00%	98.00%	YES	With the appointment of a private repairs management contractor from May 2011 (currently out to tender), it will be particularly important to monitor the performance of the repairs contractor in the first year of the contract, including this indicator. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target for 99% of all emergency repairs to be undertaken within four hours (compared to within twenty-four hours under the Council's current target). This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 08	URGENT REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 urgent repairs are completed on time (within 5 working days) (HIGH).	Director of Housing	86.00%	93.00%	95.00%	57.00%	YES	See LPI 07 above. With the appointment of a private repairs management contractor from May 2011, it will also be important to monitor performance against this KPI. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target for 98% of all urgent repairs to be undertaken within three working days (compared to 95% within five working days under the Council's current target). This indicator should therefore be retained as a KPI for 2011/12.	Quarterly

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LPI 09	ROUTINE REPAIRS UNDERTAKEN WITHIN TARGET TIME 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 routine repairs are completed on time (within 6 weeks) (HIGH).	Director of Housing	86.00%	95.00%	95.00%	89.00%	YES	See LPI 07 above. With the appointment of a private repairs management contractor from May 2011, it will be important to monitor performance against this KPI. One of the contract indicators, linked to a quarterly incentive payment, includes a much more challenging target that 98% of all urgent repairs are undertaken within two weeks (compared to 95 % within six weeks under the Council's current target, which itself was reduced from eight weeks just two years ago) This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 10	SATISFACTION WITH REPAIRS 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%	98.51%	98.00%	99.00%	YES	Despite providing the external repairs management contractor with very challenging repair response time targets, the contractor will be required to maintain the current very high levels of tenant satisfaction with repairs, with a target of 98% satisfaction linked to the incentivised payment scheme. It is important to continue to monitor performance against this important indicator, which should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 13	INVOICES PAID WITHIN THIRTY DAYS OF RECEIPT This indicator encourages the prompt payment of undisputed invoices for commercial goods and services (HIGH).	Director of Finance and ICT	97.17%	98.00%	98.00%	98.00%	YES	This is an important indicator of corporate performance that interests suppliers and business groups. Even if not formally reported as a KPI, the data would still be collected as it is useful management information. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 14	COUNCIL TAX COLLECTION This indicator monitors the rate of collection of Council Tax (HIGH).	Director of Finance and ICT	97.60%	97.48%	97.80%	52.43%	YES	This indicator is collected as part of the suite of performance data within the Revenues Service and is not an additional burden. The collection of Council Tax is of key importance in financing the Council's activities, and the indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI NI 014	REDUCING AVOIDABLE CONTACT 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. For 2008/09 and 2009/10 this former National Indicator was reported as a percentage of avoidable contact. For 2010/11 the indicator has been revised (following its deletion as a National Indicator) to reflect the achievement of milestones towards reducing levels of avoidable contact (N/A).	Deputy Chief Executive	26.90%	27.10%	Yes (Milestones achieved) (Revised Indicator)	Yes (Milestones achieved)	YES	The focus of the Council's work towards reducing avoidable contact in 2010/11 is concentrated around improvements to existing levels of poor telephone call signposting, as identified by the former Customer Services Transformation Panel, and this work will help to complete the prioritisation of the customer care improvements and the development of an implementation programme. A comprehensive action plan of avoidable contact 'improvements has been developed for 2010/11, and significant progress has already been made in the year to date. If members were minded not to re-adopt this indicator as a KPI for 2011/12, progress against the action plan would continue to be monitored by the Avoidable Contact Working Party.	Quarterly
LPI 15	NON-DOMESTIC RATES COLLECTION This indicator monitors the rate of collection of National Non-Domestic Rates (HIGH).	Director of Finance and ICT	97.58%	97.56%	98.00%	56.30%	YES	This indicator is collected as part of the suite of performance data within the Revenues Service and is not an additional burden. The collection of Non-Domestic Rates is of more importance to the government than it is immediately to the Council and, if appropriate, this indicator could be removed from the KPI set for 2011/12, although performance would continue to be monitored within the Revenues Service.	Quarterly
LPI 16	PROCESSING NEW BENEFIT CLAIMS This indicator monitors the administration of Housing and Council Tax Benefit. Performance is reported as the average time (days) for the processing of new benefit claims (LOW).	Director of Finance and ICT	47.12	33.41	25.00	24.95	YES	This indicator is collected as part of the suite of performance data within the Benefits Service and is not an additional burden. The processing of new benefit claims was previously highlighted as a problem area by the Audit Commission, and this indicator is of key importance to the Council and to some of its most vulnerable residents. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 17	PROCESSING NOTIFICATION OF CHANGES OF CIRCUMSTANCE FOR BENEFIT CLAIMS This indicator monitors the administration of Housing and Council Tax Benefit. Performance is reported as the average time (days) for processing notification of changes of circumstance for benefit claims (LOW).	Director of Finance and ICT	6.05	4.85	8.00	9.39%	YES	This indicator is collected as part of the suite of performance data within the Benefits Service and is not an additional burden. The processing of changes of circumstance has not been highlighted by the Audit Commission in the same way as new claims, but this is also an indicator of key importance to the Council and to some of its most vulnerable residents. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly

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LPI 23	CAPITAL PROJECTS 'COST' This indicator is intended to measure the delivery of capital projects (LOW).	Director of Finance and ICT	Not reported	Not reported	90.00%	N/A	NO	There is no value in this indicator. Data on capital projects is reported quarterly to the Finance and Performance Management Cabinet Committee and Scrutiny Panel, as part of the regular financial monitoring arrangements. This indicator is an unnecessary and duplicating burden, and should not therefore be retained as a KPI for 2011/12.	Year-end
LPI 24(a)	VISITS TO THE COUNCIL'S WEBSITE This indicator measures the number of visits to the Council's website (HIGH).	Deputy Chief Executive	733,551.00	888,677.00	870,000.00	448,376.00	YES	This indicator measures the number of visits to the Council's website, using paid for software supplied by Nedstat, which is to be replaced by the use of the free and more accurate Google Analytics service. Although this is not a good indicator to show the quality or user satisfaction of the website, the indicator does help to identify how many visitors are using the site and how they are using it which, in turn, helps maintain and develop content and navigation. This indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 24(b)	QUALITY OF THE COUNCIL'S WEBSITE 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	Grade 3	Grade 3	N/A	YES	This indicator reports the quality of the Council's website, as measured against a national standard, and performance is reported from the 'Better Connected' report produced annually by Socitm (Society of Information Technology). For 2009/10 the Council's website was classified as a 3 out of 4 star site, and this indicator should therefore be retained as a KPI for 2011/12.	Year-end
LPI 24(c)	USER SATISFACTION WITH THE COUNCIL'S WEBSITE This indicator assesses user satisfaction with the Council's website, using a national survey process developed by the Society of Information Technology Management (HIGH).	Deputy Chief Executive	N/A	N/A	N/A	N/A	NEW KPI	This proposed indicator will measure user satisfaction with the Council's website. The Council has purchased the Socitm Website User Survey, and it is intended to report performance as the results of two questions 'Did you find what you were looking for today?' and 'Overall, how satisfied are you with your visit today?', alongside comparisons with other councils who participate in the survey. Socitm has reported that local authority website visit failures are increasing, and that visitor satisfaction is dropping, and there is an increasing emphasis by Socitm on measuring the quality of websites as opposed to the number of visits as an indication of trends of user satisfaction. This indicator should be adopted as a new KPI for 2011/12	Quarterly
LPI 28	WORKING DAYS LOST DUE TO SICKNESS ABSENCE 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	10.50	8.35	8.00	3.69	YES	This indicator enables members and Management Board to make decisions to continue to improve the Council's performance and support its Managing Absence Policy. The previous improvement in the Council's absence figures resulted in approximately £135,000 of productivity savings. Failure to monitor and manage sickness absence is likely to result in productivity loss and, if the figures are significantly high, adversely affect the reputation of the authority. This indicator is a key measure of the Council's effective management of sickness absence, and should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 39	RENT ARREARS (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator is a measure of the Council's rent collection and arrears recovery service for its property portfolio, and reports rent arrears as a percentage of rental income (LOW).	Director of Corporate Support Services	3.81%	4.30%	3.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end
LPI 40	OCCUPATION RATE (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator monitors the effectiveness of the Council's asset management function, and reports the occupation rate of its property portfolio (HIGH).	Director of Corporate Support Services	98.64%	97.63%	99.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end
LPI 41	RENTAL VALUE (COMMERCIAL AND INDUSTRIAL PROPERTY) This indicator monitors the effectiveness of the Council's asset management function, and reports rental value as a percentage yield of the commercial and industrial portfolio asset value (HIGH).	Director of Corporate Support Services	7.70%	9.90%	9.00%	N/A	DoCSS to report	Director of Corporate Support Services to report.	Year-end

REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 2 2010/11	RETAIN FOR 2011/12	COMMENTS/JUSTIFICATION FOR RETENTION/DELETION AS KPI FOR 2011/12. ONGOING AND FUTURE ACTIVITIES TO BE DETAILED FOR ALL KPI PROPOSED FOR DELETION	FREQUENCY
LPI 44	LOCAL DEVELOPMENT SCHEME – ACHIEVEMENT OF MILESTONES This indicator ensures that local planning authorities plan effectively for their areas (N/A).	Director of Planning and Economic Development	No	No	Yes (Milestones achieved)	N/A	YES	It remains of continuing importance for the Council to be delivering a replacement for the Local Plan. An indication of timescales and progress in respect of the preparation of a Local Development Scheme is still relevant, and this indicator should therefore be retained as a KPI for 2011/12.	Year-end
LPI 45	PLANNING APPEALS This indicator seeks to assess the levels of applications that may be refused in order to meet development control performance targets. Performance is reported as the number of appeals allowed against the refusal of planning applications, as a percentage of the total number of appeals against refusals (LOW).	Director of Planning and Economic Development	40.30%	30.93%	28.00%	28.10%	YES	An appeal, whilst a democratic safeguard, is essentially a challenge to a decision of the Council which is likely to have been taken carefully, and cognisant of local views in the first instance. It remains important to have a low rate of successful challenges to the Councils decisions, and this indicator should therefore be retained as a KPI for 2011/12.	Quarterly
LPI 50	PHYSICAL ACTIVITY PROGRAMMES This indicator monitors the Council's contribution towards meeting the health and well-being needs of the ageing population, and reports the number of elderly people participating in physical activity programmes provided by the Council (HIGH).	Deputy Chief Executive	New indicator for 2009/10	4470.00	14,000.00	3,851.00	NO	This indicator does not relate directly to any of the medium-term aims or key objectives of the Council. However, the information collated for the indicator is retained by the Sports Development Team and could be reported if required in the future. This indicator should not therefore be retained as a KPI for 2011/12.	Quarterly
LPI 51	ENVIRONMENT AND NEIGHBOURHOODS TEAM SERVICE STANDARDS 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	97.09	95.00%	96.20%	YES	It remains important that performance against the Council's 'Safer, Cleaner, Greener' initiative should be monitored. Response to complainants received by the Environment and Neighbourhoods Team is an important element of that monitoring, and the indicator should therefore be retained as a KPI for 2011/12..	Quarterly
LPI 52(a)	RECYCLING FACILITIES - FLATS AND COMMUNAL BUILDINGS (PERCENTAGE OF BUILDINGS SURVEYED) 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	96.06%	95.00%	100.00%	NO	This task is effectively complete, and arrangements have been agreed with Building Control to ensure that all new multi-occupancy buildings developed in the district provide appropriate recycling facilities. It is not considered necessary to retain this indicator as a KPI for 2011/12.	Quarterly
LPI 52(b)	RECYCLING FACILITIES - FLATS AND COMMUNAL BUILDINGS (PERCENTAGE OF SCHEMES IMPLEMENTED) 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	100.00%	100.00%	100.00%	NO	This task is effectively complete, and arrangements have been agreed with Building Control to ensure that all new multi-occupancy buildings developed in the district provide appropriate recycling facilities. It is not considered necessary to retain this indicator as a KPI for 2011/12.	Quarterly
LPI 53	BENEFIT FRAUD INVESTIGATION This indicator monitors the effectiveness of the Benefit Fraud Team, and reports the number of completed fraud investigations carried out (HIGH).	Director of Finance and ICT	New indicator for 2009/10	285.00	500.00	117.00	YES	This indicator was introduced this year, as a result of Member requests for performance information in respect of benefit fraud activity. The indicator should therefore be retained as a KPI for 2011/12.	Quarterly