

## KEY PERFORMANCE INDICATORS 2011/12 - TARGETS

### FORMER NATIONAL INDICATORS

KPI REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 3 2010/11	PROPOSED TARGET 2011/12	COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12	FREQUENCY
KEY OBJECTIVE REF									
NI 014  KO 2	<b>REDUCING AVOIDABLE CONTACT</b> 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. Performance against the indicator for 2010/11 reflects 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)	Target to be set at year-end	The Avoidable Contact Working Party is to report to Management Board at year-end, with proposals for the future approach to the minimisation of customer contact that is 'avoidable'. It is proposed that a target for this indicator for 2011/12 not be set until the report of the Working Party has been considered.	Quarterly
NI 154  KO 6	<b>ADDITIONAL HOMES PROVIDED (NET)</b> 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	223.00	180.00	It is proposed that the current target for this indicator be retained for 2011/12. The target is challenging, but achievable, and is higher than the calculated residual target (based on years left in which to provide the housing demanded by the East of England Plan), and so represents good performance.	Quarterly
NI 155  KO 6	<b>AFFORDABLE HOMES DELIVERED (GROSS)</b> 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	52.00	112	There are currently three developments on site, that are expected to complete during 2011/12. These are Epping Forest College, Loughton (39 homes), Meadow View, Ongar (6 homes), and Sewardstone Rd, Waltham Abbey (67 homes). The target for this indicator for 2011/12 is therefore based on these expected completions.	Quarterly
NI 156  KO 6	<b>HOUSEHOLDS LIVING IN TEMPORARY ACCOMMODATION</b> 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	50.00	60.00	It is proposed that the target for this indicator for the current year be retained for 2011/12. This is in the light of the current economic climate and the fact that it is important to ensure that as many rooms are occupied at Norway House as possible, thereby enabling as much permanent Council accommodation as possible to be allocated to non-homeless households.	Quarterly
NI 157 (a)  KO 4	<b>PROCESSING OF PLANNING APPLICATIONS</b> 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%	85.00%	81.00%	Whilst performance against this indicator has improved over previous years, 'Major' planning permissions can be delayed by the signing of Section 106 Agreements. The target for the indicator could be realistically achieved if the measure was taken at the time of the original Committee decision, rather than date of the signing of the Section 106 Agreement. This would represent a change from the previous approach to measuring performance against the indicator, which was defined nationally.	Quarterly
NI 157 (b)  KO 4	<b>PROCESSING OF PLANNING APPLICATIONS</b> 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%	82.46%	81.00%	The proposed target for this indicator for 2011/12 represents a slight but challenging increase. However, improvement could be achieved if, where relevant, the signing of Section 106 Agreements did not delay the determination date of planning applications.	Quarterly
NI 157 (c)  KO 4	<b>PROCESSING OF PLANNING APPLICATIONS</b> 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	89.88%	93.05%	Target not set. Indicator not retained as KPI for 2010/11	92.24%	93.00%	Indicator reinstated as KPI for 2011/12. The majority of planning applications are in the 'Other' category of this indicator, and predominantly comprise householder type applications. The achievement of target performance for the indicator for 2011/12 would rely on the continuation of current good performance in respect of delegated decisions on planning applications.	Quarterly
NI 158  KO 4	<b>NON-DECENT COUNCIL HOMES</b> 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%	Year-end	0.00%	It is proposed that the current target for this indicator be retained for 2011/12, as it is important that the Council continues to ensure that all of its homes meet the Decent Homes Standard.	Year-end

KEY OBJECTIVE REF									
NI 159 KO 6	<b>SUPPLY OF READY TO DEVELOP HOUSING SITES</b> 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%	Year-end	100.00%	It is proposed that the current target for this indicator be retained for 2011/12. A 100.00% outturn represents that a full five-year supply of housing land can be demonstrated (i.e. enough to fulfil five year's worth of the East of England Plan target). The former National Indicator definition for this indicator defines good performance as 100.00% or more.	Year-end
NI 185 KO 5	<b>CO2 REDUCTION FROM LOCAL AUTHORITY OPERATIONS</b> 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%	Year-end	Target to be set at year-end	No target is currently proposed for this indicator for 2011/12, as the Department for Energy and Climate Change has announced a new proposal for measuring and reporting greenhouse gas emissions that is not yet implemented. Director of Planning and Economic Development to report further at year-end.	Year-end
NI 187 KO 7	<b>FUEL POVERTY</b> 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	Year-end	Target to be set at year-end	No target is currently proposed for this indicator for 2011/12, as the reporting mechanism for the assessment of levels of fuel poverty is under review, and has yet to be announced. Director of Planning and Economic Development to report further at year-end.	Year-end
NI 189 N/A	<b>FLOOD AND COASTAL EROSION RISK MANAGEMENT</b> 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%	Year-end	Not to be retained as KPI for 2011/12	The Government's proposals for a new Single Data List to replace the existing National Indicator Set, includes a return in respect of some flood and coastal erosion risk management and sustainable drainage system data previously measured by NI 189. However, the new data requirements apply only to Essex County Council, as part of new responsibilities under the Flood and Water Management Act 2010. Discussions have been held with the Environment Agency in this respect, but it has not proved possible to adjust the existing NI 189 measure to make it more meaningful for the Council, and it is therefore recommended that this indicator not be retained as a KPI for 2011/12.	Year-end
NI 191 KO 4	<b>RESIDUAL HOUSEHOLD WASTE PER HOUSEHOLD</b> 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	290.00	420.00	Recycling performance has remained around 60% throughout the year, hence the relatively static outcome for this indicator of around 100kg per household per quarter. If this remains the case, although an allowance will be required for the additional waste at Christmas (seasonal plus adverse weather), the outturn for 2010/11 should be in the region of 400kg to 420kg per household. Given that no further changes to the waste system are envisaged, it is proposed to set the target for this indicator for 2011/12 at 420kg per household	Quarterly
NI 192 KO 4	<b>HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING AND COMPOSTING</b> 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	43.44%	51.17%	58.00%	60.51%	58.00%	No significant changes to the waste service are envisaged over the next few years. However, members will shortly be requested to consider changes to 'bring schemes' (i.e. recycling banks), with a view to rationalising numbers of banks and the materials collected. This has the potential to save money, but may have a nominal adverse effect upon overall recycling performance. Therefore, although the outturn for 2010/11 is anticipated to be in the region of 60%, it is proposed that the target for this indicator for 2011/12 be retained at 58%.	Quarterly
NI 195 (a) KO 4	<b>IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (LITTER)</b> 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%	10.00%	9.00%	The statutory requirement for reporting against this indicator at four-monthly intervals has ceased, and it is suggested that the data now be collected and reported on a quarterly basis in line with other KPIs. When last set of top quartile performance figures were published, the median for district councils was around 10%, and that target will probably be achieved for 2010/11. The proposed target for this indicator for 2011/12 has therefore been set a percentage point lower, at 9%, to drive further improvement from Sita and meet public aspirations for a cleaner overall environment.	Four-Monthly
NI 195 (b) KO 4	<b>IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (DETRITUS)</b> 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%	7.00%	6.00%	The statutory requirement for reporting against this indicator at four-monthly intervals has ceased, and it is suggested that the data now be collected and reported on a quarterly basis in line with other KPIs. There is a marked improvement in performance against this indicator for 2010/11 to date but, given the condition of the highways within the district, it is proposed only to seek a further 1% improvement for 2011/12.	Four-Monthly
NI 196 KO 4	<b>IMPROVED STREET AND ENVIRONMENTAL CLEANLINESS (FLY-TIPPING)</b> 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	Grade 3	This is a complex indicator to gather data and report on. Through the Neighbourhoods Team, the level of enforcement activity has increased very significantly over the past year months but, in order to achieve Grade 2 against this indicator, the overall level of fly-tipping has to decrease, irrespective of increased enforcement activity. Achieving a downward trend in flytipping is extremely challenging in the current economic climate, and the proposed target for this indicator for 2011/12 has therefore been retained at Grade 3.	Quarterly

## LOCAL PERFORMANCE INDICATORS

KEY OBJECTIVE REF									
REF	SUMMARY DEFINITION AND DIRECTION OF IMPROVING PERFORMANCE (HIGH/LOW)	RESPONSIBILITY	OUTTURN 2008/09	OUTTURN 2009/10	TARGET 2010/11	QUARTER 3 2010/11	PROPOSED TARGET 2011/12	COMMENTS/JUSTIFICATION FOR PROPOSED TARGET FOR 2011/12	FREQUENCY
LPI 01  N/A	<b>THE LEVEL OF THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT TO WHICH THE COUNCIL CONFORMS</b> The Equality Framework for Local Government (EFLG) was introduced from 1 April 2009, 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	Year-end	Target to be set at year-end	Progress against the Council's Equality Framework For Local Government (EFLG) Action Plan is monitored by the Corporate Equality Working Group. Not all of the actions contained in the Action Plan have yet been completed. The current cost of the formal Peer Challenge for Level 2 ('Achieving') of the EFLG (£4,300) managed by Local Government Improvement and Development (formerly IDeA), has been considered an unacceptable expense, for which no specific budget provision currently exists. Options are therefore being investigated for alternative peer accreditation or in-house self-assessment approaches, in order to determine improvement against the EFLG.	Year-end
LPI 04  KO 4	<b>RENT COLLECTED AS A PROPORTION OF RENTS OWED ON HOUSING REVENUE ACCOUNT DWELLINGS</b> 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%	97.60%	97.00%	In the current economic climate, many tenants are having difficulty paying their rent. The Council will continue with the existing 'firm but fair' policy in respect of rent collection, but many County Court judges are taking a lenient approach to applications for possession which is affecting officers' ability to reduce rent arrears further. It is therefore proposed that the current target for this indicator be retained for 2011/12, which will ensure that the Council remains in the top quartile of performance.	Quarterly
LPI 05  KO 4	<b>AVERAGE NUMBER OF DAYS TO RE-LET COUNCIL DWELLINGS</b> 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	30.00	Since the current target for this indicator is not presently being achieved, it is proposed that this target be retained for 2011/12.	Quarterly
LPI 07  KO 4	<b>EMERGENCY REPAIRS UNDERTAKEN WITHIN TARGET TIME</b> 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%	99.00%	As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes.	Quarterly
LPI 08  KO 4	<b>URGENT REPAIRS UNDERTAKEN WITHIN TARGET TIME</b> 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%	69.00%	95.00%	As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes.	Quarterly
LPI 09  KO 4	<b>ROUTINE REPAIRS UNDERTAKEN WITHIN TARGET TIME</b> 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%	87.00%	95.00%	As part of the Council's Housing Repairs Refresh Programme, an external repairs management contractor will be appointed in May 2011. Although the specification for the contract includes targets that are much more challenging than currently set for this indicator (with reward incentives if all repairs targets are met), it will take some time for the contractor to achieve the required and expected step-change in performance. It is therefore suggested that the current target be retained for 2011/12, for monitoring purposes.	Quarterly
LPI 10  KO 4	<b>SATISFACTION WITH REPAIRS</b> 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%	Data not submitted	98.00%	Satisfaction with the repairs service is always high. However, it will be important to ensure that this continues after the appointment of the external repairs management contractor, and it is therefore proposed that the existing challenging target for this indicator be retained for 2011/12.	Quarterly
LPI 13  KO 4	<b>INVOICES PAID WITHIN THIRTY DAYS OF RECEIPT</b> 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%	97.00%	The target for this indicator for 2010/11 is only just being met at the third quarter of the year. The proposed target for the indicator for 2011/12 has therefore been reduced, based upon performance to date during 2010/11.	Quarterly

KEY OBJECTIVE REF									
LPI 14 KO 4	<b>COUNCIL TAX COLLECTION</b> This indicator monitors the rate of collection of Council Tax (HIGH).	Director of Finance and ICT	97.60%	97.48%	97.80%	77.94%	97.30%	Council Tax collection at the end of the third quarter of 2010/11 is 0.22% up on the same period in 2009/10. The proposed target for this indicator for 2011/12 shows continual improvement as the economic position recovers	Quarterly
LPI 15 KO 4	<b>NON-DOMESTIC RATES COLLECTION</b> This indicator monitors the rate of collection of National Non-Domestic Rates (HIGH).	Director of Finance and ICT	97.58%	97.56%	98.00%	81.64%	98.10%	National Non-Domestic Rates Collection at the end of the third quarter of 2010/11 is 0.14% up on the same period in 2009/10. The proposed target for this indicator for 2011/12 shows continual improvement as the economic position recovers	Quarterly
LPI 16 KO 4	<b>PROCESSING NEW BENEFIT CLAIMS</b> 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	23.45	20.00	The proposed target for this indicator for 2011/12 has been reduced, based upon performance to date during 2010/11. There is no backlog of work and the proposed target will be challenging, yet achievable, providing that staff vacancies do not arise within the Benefits Division.	Quarterly
LPI 17 KO 4	<b>PROCESSING NOTIFICATION OF CHANGES OF CIRCUMSTANCE FOR BENEFIT CLAIMS</b> 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	8.92%	7.00	The proposed target for this indicator for 2011/12 has been reduced, based upon performance to date during 2010/11. There is no backlog of work and the proposed target will be challenging, yet achievable, providing that staff vacancies do not arise within the Benefits Division.	Quarterly
LPI 24(a) KO 4	<b>VISITS TO THE COUNCIL'S WEBSITE</b> 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	630,892.00	840,000.00	The Council's existing Sitestat software is being replaced by Google Analytics from April 2011, which estimates an average 70,000 visits to the website each month, totalling 840,000 per year, on which basis the target for this indicator for 2011/12 has been set. It is also proposed to transfer from the existing PUNCH website publishing software to Joomla CMS in 2011/12 to allow for restructure and streamlining of web pages. This could result in a reduction of website visits, as old information is removed and site quality is improved.	Quarterly
LPI 24(b) KO 4	<b>QUALITY OF THE COUNCIL'S WEBSITE</b> 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	Year-end	Grade 3	The Council's website was awarded a 3 (out of 4) star rating by Socitm for 2010/11, being one of only twelve local authority websites that achieved this grade. Eleven local authority websites achieved the 4 star rating for 2010/11, and it is therefore considered appropriate to retain the Grade 3 target for this indicator for 2011/12.	Year-end
LPI 24(c) KO 4	<b>USER SATISFACTION WITH THE COUNCIL'S WEBSITE</b> 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	Exceed national average by 15%	New KPI for 2011/12. The annual Society of Information Technology Management report 'Better Connected' provides a snapshot of local authority websites. The 'Better Connected' report for 2011 will be published in April 2011, and it is proposed that the target for this new KPI for 2011/12 be to exceed the national average for visit satisfaction in respect of local authority websites identified by the Socitm report for 2011, by 15%. Deputy Chief Executive to report further at year-end.	Year-end
LPI 28 KO 4	<b>WORKING DAYS LOST DUE TO SICKNESS ABSENCE</b> 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	5.84	7.75	It is possible that 2010/11 will be the first year that the Council will meet its target for this indicator. The current target of eight days was adopted from 2008/09 (it was previously 8.29 days in 2007/08), and the proposed reduction of 0.25 days for 2011/12 will be a challenging target to take forward.	Quarterly
LPI 39 KO 1	<b>RENT ARREARS (COMMERCIAL AND INDUSTRIAL PROPERTY)</b> 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%	Year-end	3.00%	Regular arrears monitoring is undertaken between relevant officers of the Corporate Support Services (Estates and Valuation, Legal) and Finance and ICT Directorates. As at the most recent review (Month 8 - November 2010) the total arrears, excluding a number of tenants paying by instalments, amounted to approximately 2.7% of the rent roll. Whilst this position may change at the year-end review, on the basis of the information available at present it is considered appropriate to set a continued target of 3% for this indicator for 2011/12.	Year-end
LPI 40	<b>OCCUPATION RATE (COMMERCIAL AND INDUSTRIAL PROPERTY)</b> 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	98.64%	97.63%	99.00%	Year-end	99.00%	In view of the current economic situation, it is considered appropriate to retain the existing target for this indicator for 2011/12, as the securing of a consistent occupation rate of more than 99.00% during the year would be extremely difficult to achieve.	Year-end

KEY OBJECTIVE REF									
KO 1		Support Services	98.64%	97.63%	99.00%	Year-end	99.00%		Year-end
LPI 44 KO 8	<b>LOCAL DEVELOPMENT SCHEME – ACHIEVEMENT OF MILESTONES</b> 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)	Year-end	Target to be set at year-end	An updated version of Local Development Scheme is to be considered by the Local Development Framework Cabinet Committee on 28 March 2011. Director of Planning and Economic Development to report further at year-end.	Year-end
LPI 45 (a) KO 4	<b>PLANNING APPEALS - OFFICER RECOMMENDATION</b> 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%	34.60%	28.00%	This indicator currently only applies to certain types of planning applications (not advertisements, listed buildings, enforcement etc.), and was derived from a former statutory indicator. It is proposed that for 2011/12 the indicator should relate to all appeal types and that, as a measure of decision-making, two separate targets of 28% be set, one for officer recommended decisions, and one for Member reversals of officer recommendations, to allow a greater understanding of decision-making.	Quarterly
LPI 45 (b) KO 4	<b>PLANNING APPEALS - MEMBER REVERSAL OF OFFICER RECOMMENDATION</b> 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	New indicator for 2011/12	New indicator for 2011/12	New indicator for 2011/12	New indicator for 2011/12	28.00%	Proposed new indicator for 2011/12. See comments in respect of LPI 45 (a).	Quarterly
LPI 51 KO 4	<b>ENVIRONMENT AND NEIGHBOURHOODS TEAM SERVICE STANDARDS</b> 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%	97.80%	97.00%	Performance against this indicator sits at between 95% and 98% throughout the year and is very dependant upon overall workload and officer availability. The target for 2011/12 has therefore been set at 97% which should be attainable, whilst still providing a very high level of service to residents	Quarterly
LPI 53 KO 4	<b>BENEFIT FRAUD INVESTIGATION</b> 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	300	204	500	The target for this indicator for 2010/11 was reduced to 300 completed fraud investigations (from 500) earlier in the year, as a result of vacancies in the Benefits Investigation Team. The proposed target for the indicator for 2011/12 has been restored to an achievable, yet challenging level, as there are currently three Investigation Officers in post.	Quarterly