



Quarterly Performance & Finance Monitoring

Report PRU 07/08 -14

VITAL SIGNS PERFORMANCE DIGEST

High and Medium Risk Monitoring
October to December 2007

POLICY & REGENERATION UNIT
LONDON BOROUGH OF BRENT

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Foreword



The Vital Signs Performance Digest is part of the high level performance monitoring carried out by Members and senior management of Brent Council. The digest is published quarterly and aims to provide useful information on how well Brent is performing against key indicators. The indicators reflect areas critical for Comprehensive Performance Assessment (CPA), all of the targets negotiated as part of the council's Local Area Agreement (LAA) which attract a Performance Reward Grant at the end of the LAA, and any others that are high risk to the council.

High and medium risk monitoring

For each performance indicator that has been identified as high or medium risk (that is not reaching target), more information is provided in this appendix.

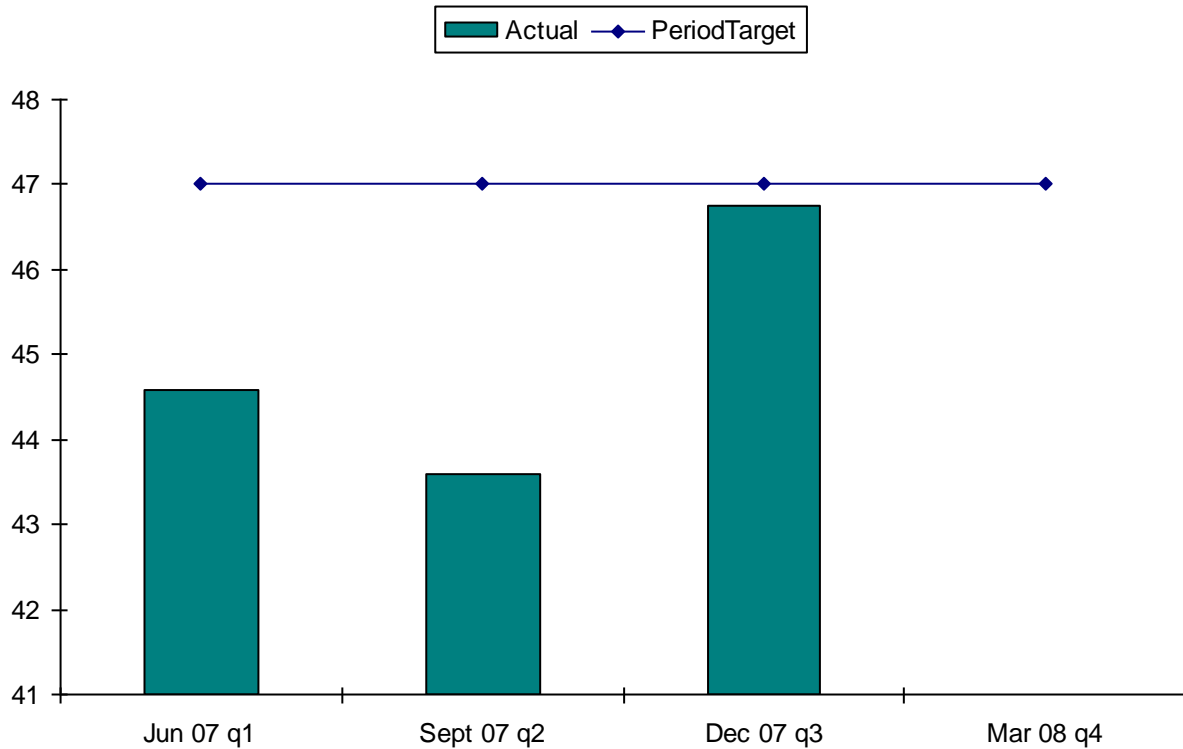
This section includes a graph tracking performance over time against target, comments from the Lead Member and Service Director/Manager, and plans for improvement with actions and timeframes.

The table also shows an alert to highlight whether or not performance is reaching target. The following explains what each alert means:

	'Medium risk' performance indicators performance is not being met but is within 10-15% of the target
	High risk' performance indicators targets are not being met

SERVICE AREA: CENTRAL UNITS

BV011a.02 D Women employees in top 5% earners



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	44.59	43.6	46.76	
Period Target	47	47	47	47
Performance	●	●	●	?

DIRECTOR COMMENTS

Women candidates are specifically targeted in search and selection arrangements. A new management development course is now in place and monitoring and coaching are used to ensure staff are provided with the necessary skills and expertise to develop their roles and progress up through the organisation. A review of the council's recruitment policy is also taking place which will embrace more flexible recruitment processes. Given the way the figures are calculated and the small numbers of staff included, small staff changes have a significant impact on the figures presented.

EXECUTIVE MEMBER'S COMMENTS

Achieving a diverse workforce in all services and at all levels of the organisation is a priority for the council. Members recognise that a range of interventions as described here are necessary to achieve sustained improvement in this area..

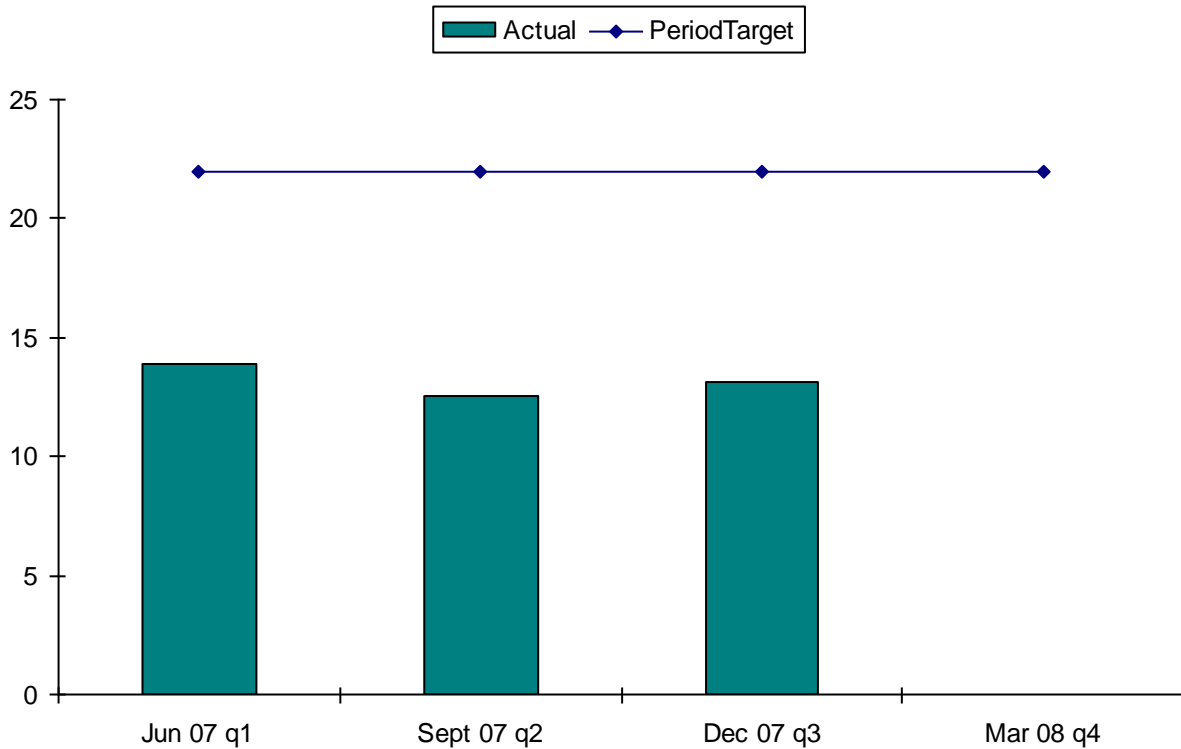
BV011a.02 D Women employees in top 5% earners

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Specifically target women in search and selection arrangements.	Ongoing
Pilot new management development course	March 2008
Review Council's recruitment policy	March 2008

SERVICE AREA: CENTRAL UNITS

BV011b.02 D Black/ethnic minority employees in top 5% earners



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	13.87	12.58	13.17	
Period Target	22	22	22	22
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

BME candidates are specifically targeted in search a selection ongoing arrangements. A new management development course is now in place and mentoring and coaching are used to ensure staff are provided with the necessary skills and expertise to develop their roles and progress up through the organisation. A review of the council's recruitment policy is also taking place which will embrace more flexible recruitment processes. Given the way the figures are calculated and the small numbers of staff included, small staff changes have a significant impact on the figures presented

EXECUTIVE MEMBER'S COMMENTS

Achieving a diverse workforce in all services and at all levels of the organisation is a priority for the council. Members recognise that a range of interventions as described here are necessary to achieve sustained improvements in this area.

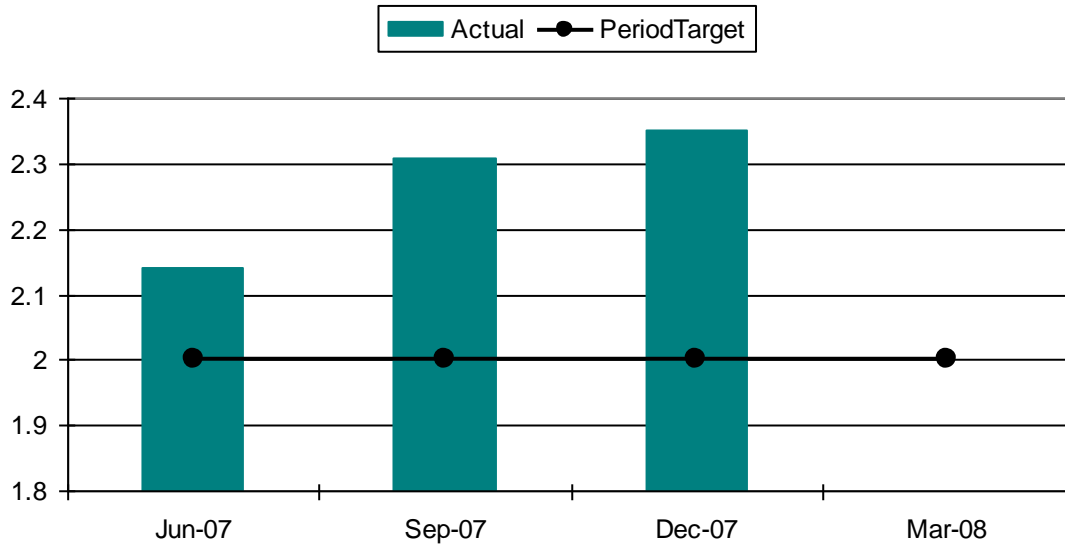
BV011b.02 D Black/ethnic minority employees in top 5% earners

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Pilot new management development course	March 2008
Review council's recruitment policy	March 2008

SERVICE AREA: CENTRAL UNITS

CC HR012 D Days lost to staff sickness per employees excluding schools



Smaller Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	2.14	2.31	2.35	
Period Target	2	2	2	2
Performance	●	▲	▲	?

DIRECTOR COMMENTS

Monitoring of actions taken by managers is taking place and workshops are provided to support managers in managing sickness. A review of the sickness procedure has also been undertaken to ensure it supports managers in managing attendance issues. A range of positive health initiatives including health promotion campaigns and a focus on health and well being are now underway. Sickness levels across the council are starting to rise. Detailed monitoring data is now provided to directorates to allow targeted action to be taken to address this issue

EXECUTIVE MEMBER'S COMMENTS

Whilst sickness levels in the council are among the best in London, sustained effort is required to ensure that the current rise does not continue.

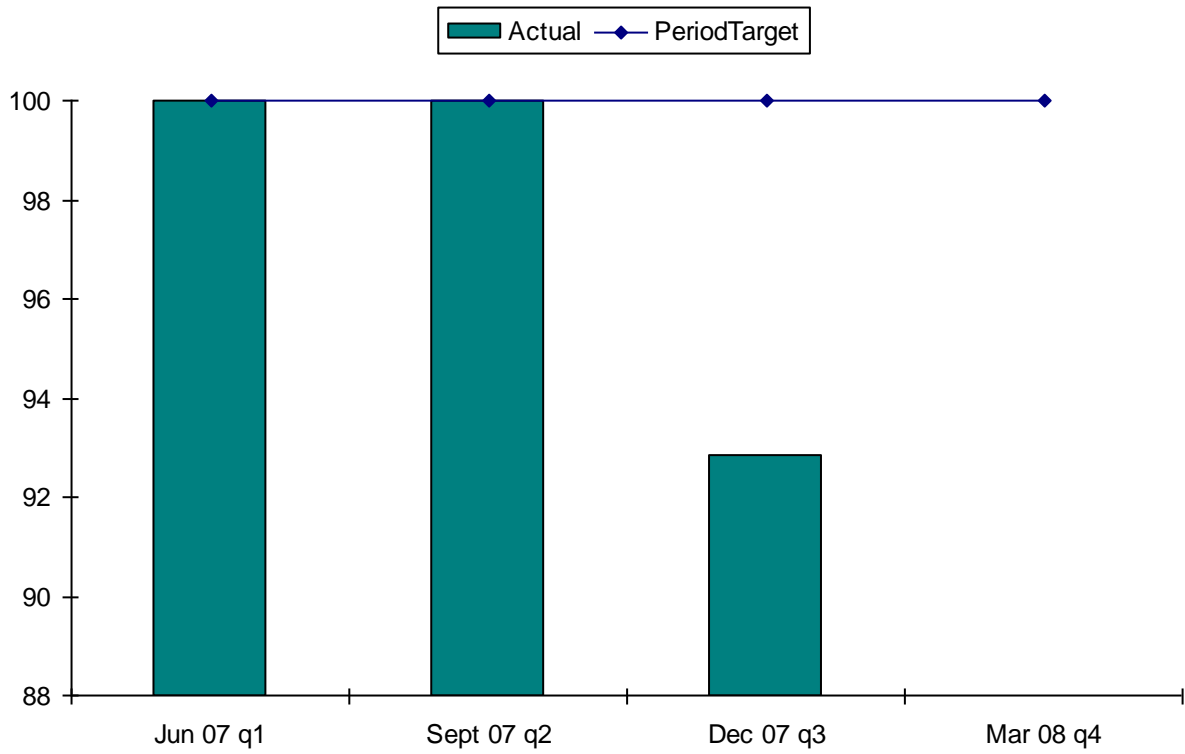
CC HR012 D Days lost to staff sickness per employees excluding schools

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Regular updates on sickness levels to be provided at DMT's	Quarterly

SERVICE AREA: CENTRAL UNITS

BV175 D Racial incidents reported to the council resulting in further action



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	100	100	92.86	
Period Target	100	100	100	100
Performance	★	★	●	?

DIRECTOR COMMENTS

Although there is a dip in performance, this is only due to 2 racial incidents reported to the council not requiring further action.

EXECUTIVE MEMBER'S COMMENTS

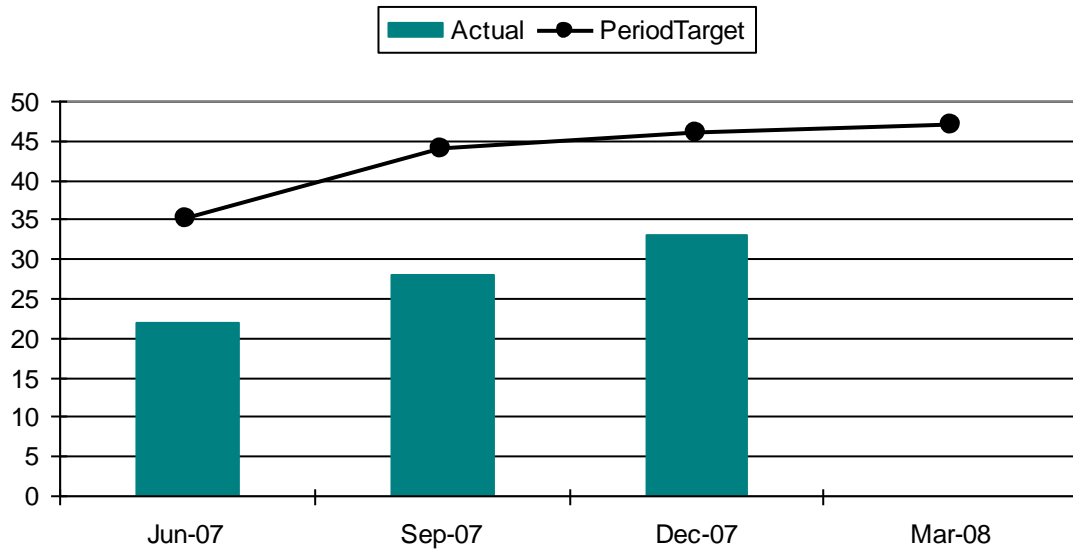
Comments noted

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Continuing monitoring for all service areas	Quarterly

SERVICE AREA: CENTRAL UNITS

REG 12 LAA Number of people from a disadvantaged group helped into employment



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	22	28	33	0
Period Target	35	44	46	47
Performance	▲	▲	▲	▲

DIRECTOR COMMENTS

The number of people from disadvantaged groups being helped into work by Brent in2 Work is increasing, but not by enough to achieve the target. This is due to Brent’s demographic make-up, where a larger proportion of the clients seen Black or from ethnic minority (BME). BME Clients are not included in this indicator, even if they are from a disadvantaged group. This was not taken into account when these targets were set.

EXECUTIVE MEMBER’S COMMENTS

Comments noted

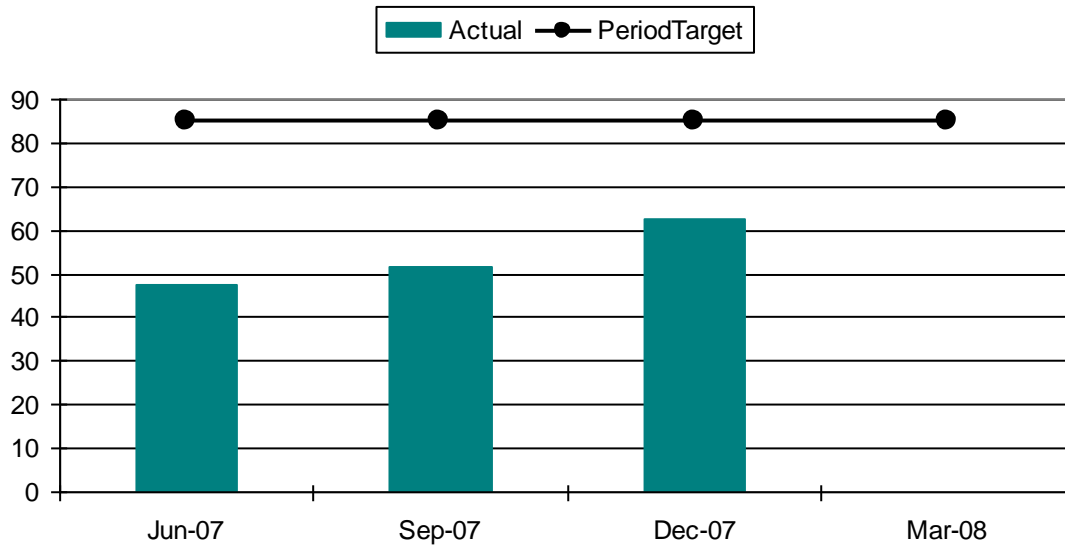
REG 12 LAA Number of people from a disadvantaged group helped into employment

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Continue to target disadvantaged groups to help them into employment	ongoing

SERVICE AREA: CHILDREN & FAMILIES

CC CMP2 D % of stage 1 complaints responses in time



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	47.37	51.61	62.5	
Period Target	85	85	85	85
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

During the period Children & Families received a total of 24 complaints of which 15 were responded to within the required timescale.

A revised training course on resolving Stage 1 complaints was held in November 2007 and January 2008. This means that most team managers within social care have received training over the past 18 months.

EXECUTIVE MEMBER'S COMMENTS

The target for responses is 10 days for Social Care compared to 15 days for other departments. Cases are often complex and 10 days is a difficult target.

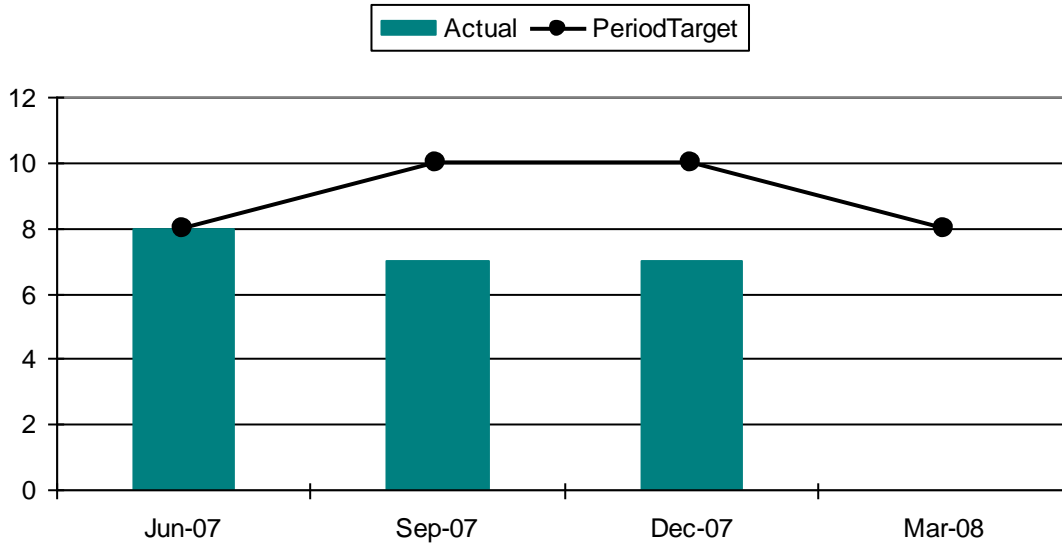
CC CMP2 D % of stage 1 complaints responses in time

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
The Complaints Team reminds Heads of Service / Team Managers at least monthly about outstanding complaints.	Monthly reminder

SERVICE AREA: CHILDREN & FAMILIES

CYP1.13 No. Parents Attending YOS Parenting Course



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	8	7	7	
Period Target	8	10	10	10
Performance	★	▲	▲	?

DIRECTOR COMMENTS

During the period 7 parents attended parenting courses. The target for 2007/08 is for 36 parents to attend the courses. Although the quarterly target was not met, this activity is progressing well. To meet year end target an additional 10 parents will need to attend parenting courses during the last quarter January to March 2008.

EXECUTIVE MEMBER'S COMMENTS

Slightly below target. The number of parents attending courses depends on whether courts order parents to attend, as well as Brent having courses available. Courts have tended to give custodial sentences rather than ordering parenting classes.

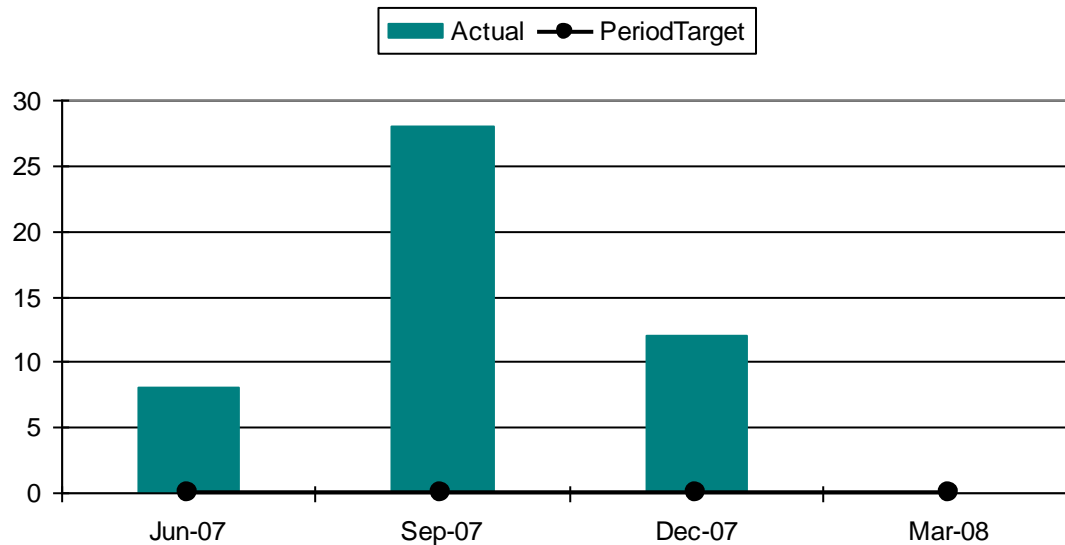
CYP1.13 No. Parents Attending YOS Parenting Course

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Run a second course next quarter with a target of 10 parents to attend.	March 2008
Run 4 parenting programmes throughout the year to meet the target and supplement with individual parenting work	March 2008

SERVICE AREA: CHILDREN & FAMILIES

CYP3.08.2 Di % of children who waited more than 6 weeks for a primary school place after registration



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	8.07	28.02	12.03	
Period Target	0	0	0	0
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

During the period the school admissions received a total 158 applications for primary school places of which 8 applications waited more than 6 weeks after registration for a school place. At the end of the period 33 applications for school places were outstanding of which an additional 11 had been waiting for more than 6 weeks

The majority of children awaiting places during the period were reception aged children and this issue had been raised last summer. For the children in year groups other than reception it is a location problem. The majority are seeking places in the Wembley area, again, the extreme pressure on places in Wembley and Sudbury.

In the previous quarter school admissions received a total 232 applications for primary school places of which 40 applications waited more than 6 weeks after registration for a school place. At the end of the period 77 applications for school places were outstanding of which an additional 25 had been waiting for more than 6 weeks.

CYP3.08.2 Di % of children who waited more than 6 weeks for a primary school place after registration

EXECUTIVE MEMBER'S COMMENTS

Below target – a consequence of the shortage of primary places. We are reviewing the need to open additional reception places in-year.

IMPROVEMENT ACTION PLAN

Key improvement actions

Timescale for completion

Actions Working closely with schools to place children as quickly as possible.

March 2008

Monitoring vacancies in schools through PLASC data and A3 school returns.

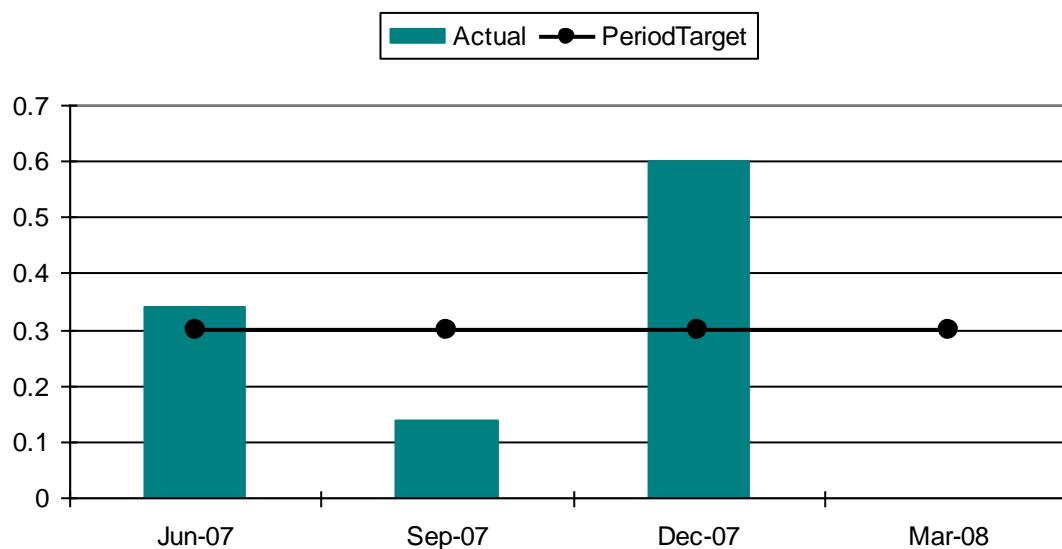
Monitoring demand by year group and location in Brent. We are seeking to expand provision - increase schools intake where demand justifies.

One to one interviews with parents and children, providing translations and interpreters, carrying out home visits.

Working closely with Education Welfare Service and Social Care

SERVICE AREA: CHILDREN & FAMILIES

CF LI1 D The number of pupils excluded from Brent maintained schools per 1,000 pupils



Smaller Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	0.34	0.14	0.6	
Period Target	0.3	0.3	0.3	0.3
Performance	▲	★	▲	?

DIRECTOR COMMENTS

There are 15 key points for action for reducing exclusions in the School Improvement Service Action Plan Sept 07-July 08

Exclusions were from the following schools: Primary – Kensal Rise, Sudbury, St Joseph's, Furness (2). Secondary – Alperton(3), Cardinal Hinsley (2), Claremont(2), Convent (3) Copland(2), John Kelly Boys (4), Kingsbury, Queens Park, St Gregory's, Wembley High.

In academic year 06-07, there was a reduction in permanent exclusions compared to 05-06 (from 84 to 80) including an encouraging fall in secondary permanent exclusions (77 to 67).

Pupils of Black-Caribbean heritage accounted for 40% of permanent exclusions (Target 32.8%), 24.5% were Secondary fixed-term exclusions (Target24%) and 32.3% were Primary fixed-term exclusions (Target 36.8%).

EXECUTIVE MEMBER'S COMMENTS

Higher than target but on course to have fewer exclusions than last year.

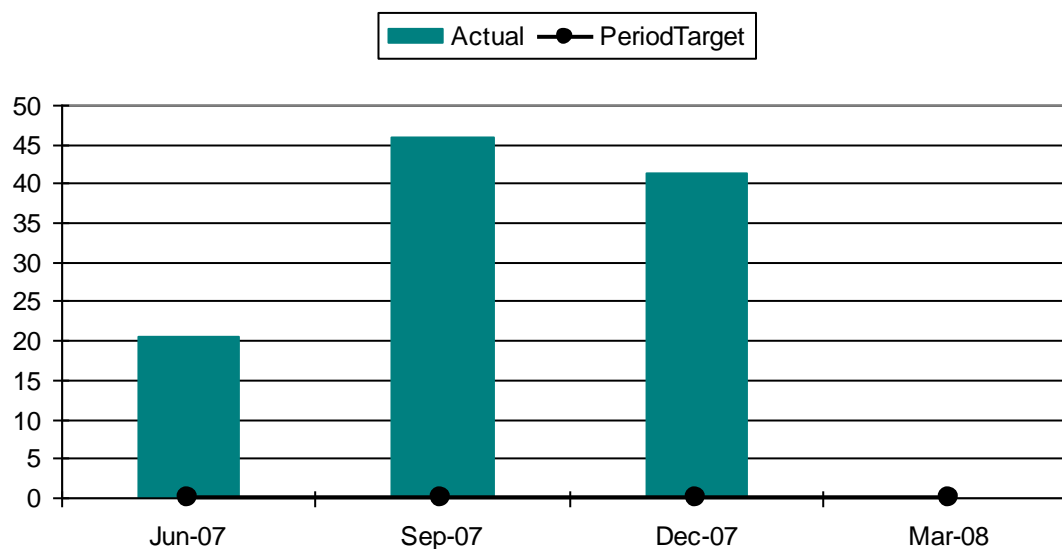
CF LI1 D The number of pupils excluded from Brent maintained schools

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Deliver the 15 key points for action for reducing exclusions contained in Section C6 of the School Improvement Service Action Plan Sept 07-July 08	March 2008

SERVICE AREA: CHILDREN & FAMILIES

CF SS CYP3.08.4 D % of Sec school aged children who waited 6 weeks or more for a school place after registration



Smaller Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	20.51	46.06	41.45	
Period Target	0	0	0	0
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

During the period the school admissions received a total 152 applications for secondary school places of which 41 applications waited more than 6 weeks after registration for a school place. At the end of the period 114 applications for school places were outstanding of which an additional 22 had been waiting for more than 6 weeks. For secondary aged children we have a mixed bag of challenges. Many of these children who remain unplaced in this quarter are not straightforward new arrivals/ EAL children. Some have been pulled out of schools by their parents - either in Harrow or Brent - they have a history - not excluded but not far off it. Some are holding out for specific schools - i.e. Preston Manor or Kingsbury, or in one case Alperton - and refuse to travel. At the end of the period 114 applications for school places were outstanding of which an additional 53 had been waiting for more than 6 weeks

EXECUTIVE MEMBER'S COMMENTS

We plan to open additional special projects where there is demand.

CF SS CYP3.08.4 D % of Sec school aged children who waited 6 weeks or more for a school place after registration

IMPROVEMENT ACTION PLAN

Key improvement actions

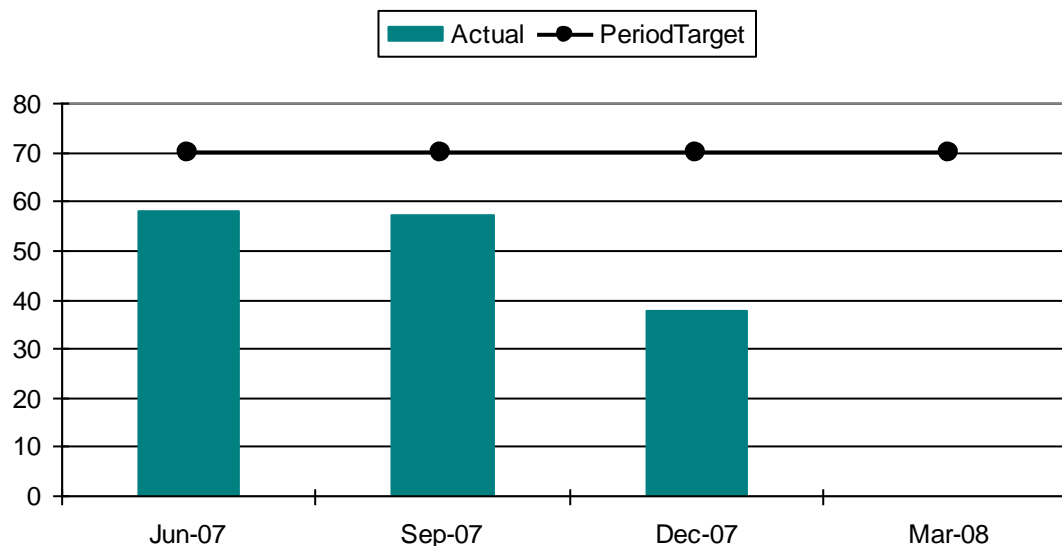
Assessment centres are run every six weeks, to assess the educational needs of secondary aged pupils. Some need to attend English as an Additional Language (EAL) project to help with written and spoken English.

Timescale for completion

Ongoing

SERVICE AREA: CHILDREN & FAMILIES

BV043b D % of SEN statements issued within 18 weeks



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	58.14	57.14	37.93	
Period Target	70	70	70	70
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

11 statements prepared within 18 weeks .Of the 18 statements that were late:

13 were due to Health Services (12 x Medical) (1 x OT), 4 were due to the acquisition of additional reports following assessment, 1 was due to child being away from the 'authority' during the assessment.

*Pupils in special schools as % of all Brent children 1%

No. of pupils educated in out-borough special provision 176#

(6 of these pupils are placed in Independent schools at parents' own expense. 1 child moved into Brent since last quarter)

EXECUTIVE MEMBER'S COMMENTS

Not on target, but hard to get other authorities to deliver

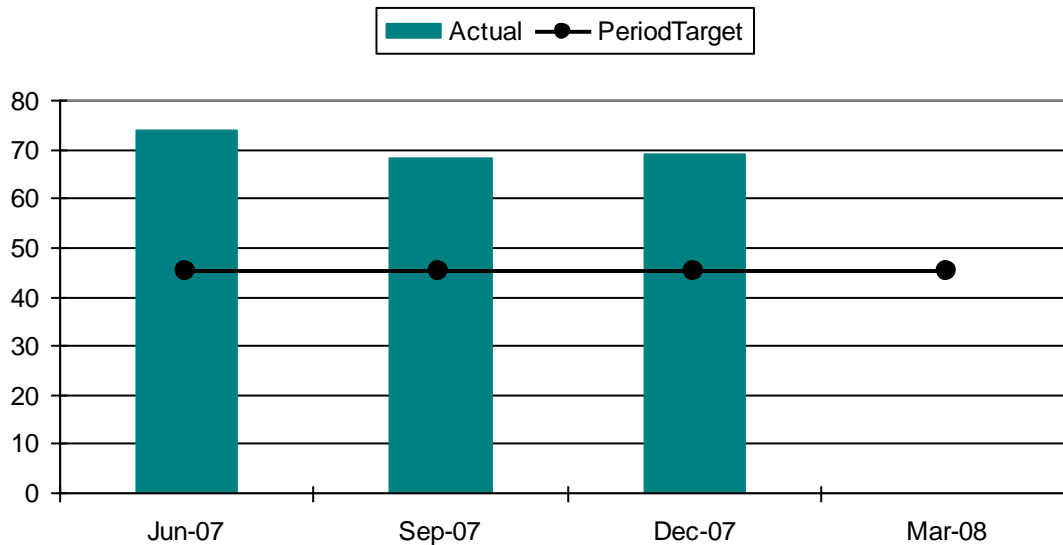
BV043b D % of SEN statements issued within 18 weeks

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Further work to be carried out with Health to ensure timescales for completion are met	Ongoing

SERVICE AREA: CHILDREN & FAMILIES

CF/YP02 % of young men supervised by the YOT, subject to remand that are Black African or Caribbean



Smaller Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	73.9	68.4	69.2	
Period Target	45	45	45	45
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

In 2006/7 the number of Black African/Caribbean young people in the Brent CJ system was 57%.

- Overall Brent is a high user of secure remands: for the period 2006/7 overall it was 67.4%: this is identified as a reflection of the numbers of serious offences dealt with by the court coupled with their remand practice
- Of the Third quarter 2007/8 69.2% of secure remand episodes were on Black African / Caribbean young people, representing 18 from a cohort of 26.

An analysis of the cohort indicates that there were strong CPS objections to bail and that the court was bound by dangerousness provisions. The ability to achieve this target relies heavily on both intervention work carried out by the YOS but also on successful universal or targeted prevention programmes

EXECUTIVE MEMBER'S COMMENTS

Not on target. Depends on court decision. The DOT can influence by preparing better information on offenders to the courts

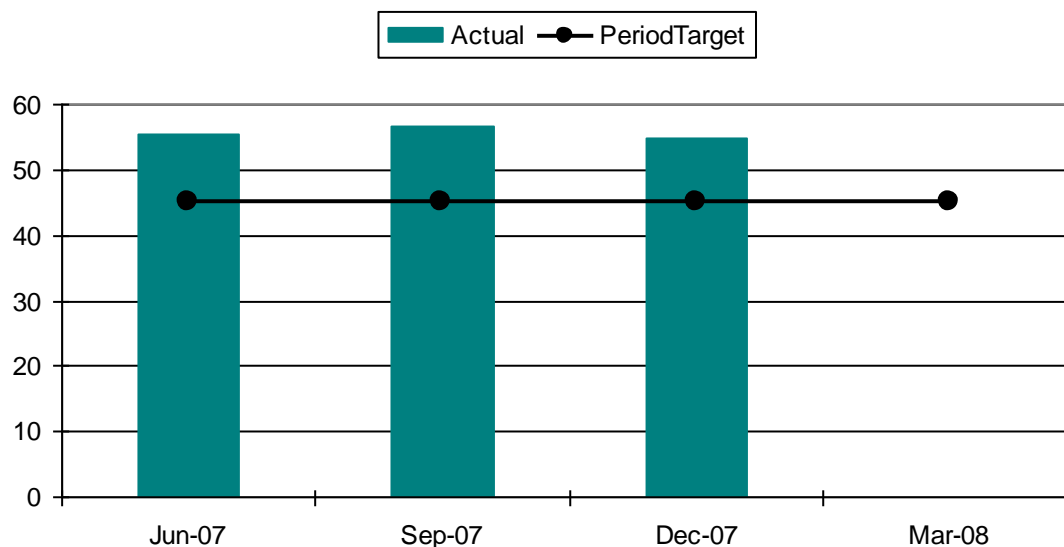
CF/YP02 % of young men supervised by the YOT, subject to remand that are Black African or Caribbean

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Continue to ensure that the YOS offers Bail ISSP to those charged with serious offences	Ongoing
Manage within national standards those already subject to supervision to reduce the overall risk of custody	
Engage with partners to reinforce an improved and targeted youth provision in high risk areas (e.g. this year through NDC, NRF, PAYP, Summer University and other programmes).	

SERVICE AREA: CHILDREN & FAMILIES

Cf/YP03 D %of young men supervised by the YOT subject to custody that are Black African or Caribbean



Smaller Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	55.5	56.7	54.8	
Period Target	45	45	45	45
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

In 2006/7 the number of Black African/Caribbean young people in the Brent CJ system was 57%.

Overall Brent is a high user of custody (in 2005/6 highest national proportionate users): this is identified as a reflection of the numbers of serious offences dealt with by the court coupled with their remand practice

Of the third quarter 2007/8 54.8% of custodial sentences were imposed on Black African / Caribbean young people, representing 23 from a cohort of 42.

EXECUTIVE MEMBER'S COMMENTS

A smaller cohort makes it difficult to get any definitive conclusions but we are down on quarters 3 and 4 in 06/07 and slightly higher than quarter 1 07/08, as Black YP's made up 88.8% and 83.3% on these occasions. Robbery makes up 50% of offences

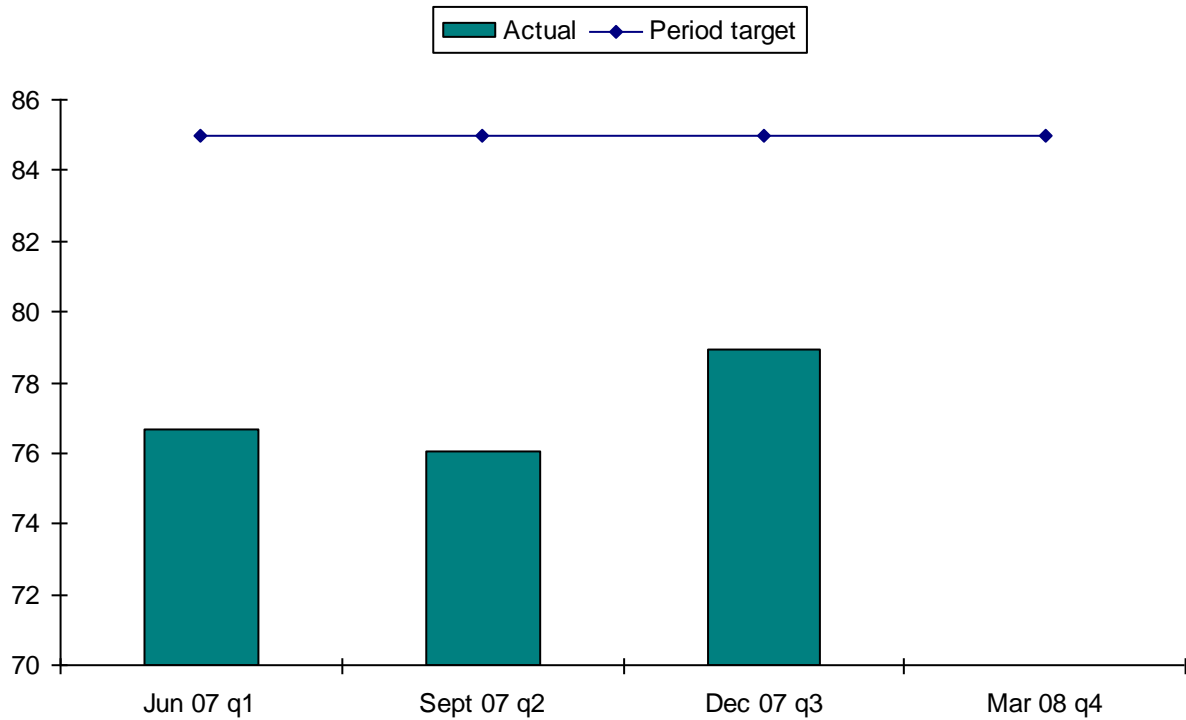
Cf/YP03 D %of young men supervised by the YOT subject to custody that are Black African or Caribbean

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Manage within national standards those already subject to supervision to reduce the overall risk of custody YOT staff to undertake focused work with the secure estate to improve chances of successful reintegration to the community and ETE on release Provide more robust alternatives to custody in pre-sentence reports Liaise with magistrates at bi-annual youth court training events.	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

CC CMP2 D % of stage 1 complaints responses in time



Bigger is better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	76.68	76.06	81.07	
Period Target	85	85	85	85
Performance	▲	▲	●	?

DIRECTOR COMMENTS

Response times have improved this quarter and it is expected that this trend will continue

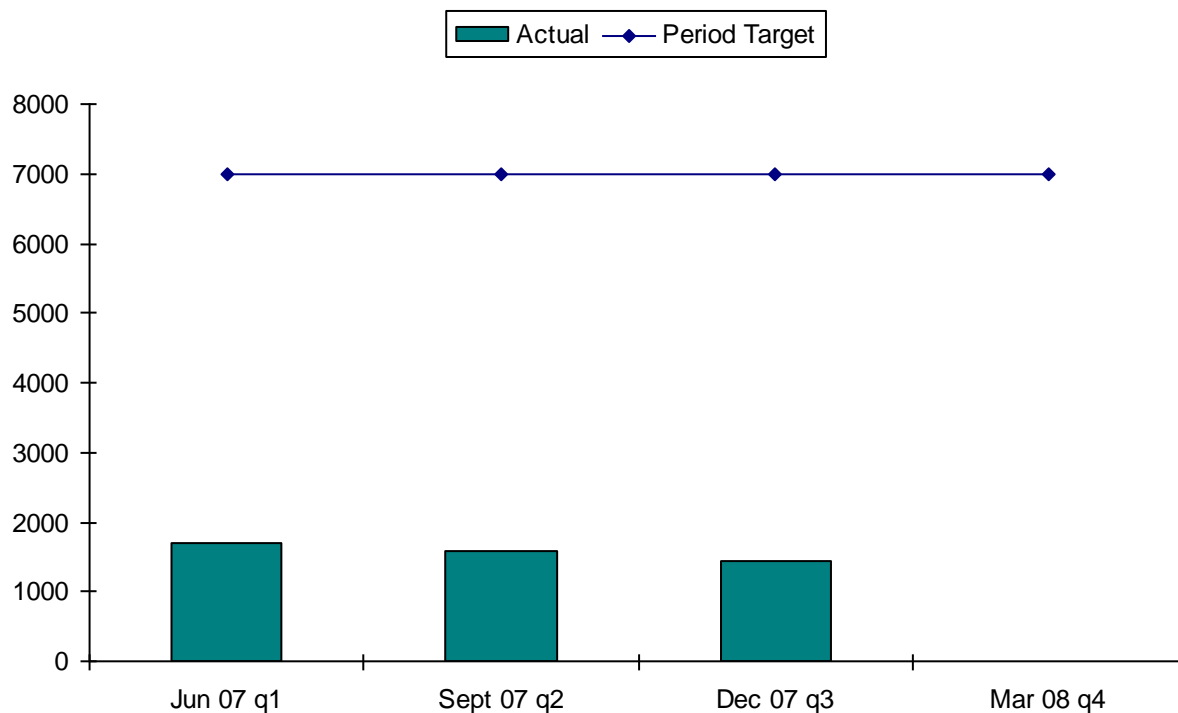
EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Training sessions and regular reviews programme	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

EC LAH L PLSS 06 D No of Library Visits Per 1000 Population



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	1,693.13	1,569.62	1,433.33	
Period Target	1,750	1,750	1,750	1,750
Performance	●	▲	▲	?

DIRECTOR COMMENTS

The target not being reached is due to Service disruption caused by the implementation of the new Library Management system and subsequent non availability of public Internet and ICT access. This has now been resolved and we are once more offering a full range of ICT services. In addition the opening of Kingsbury Library Plus has been postponed from September 07 to April 08.

EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions

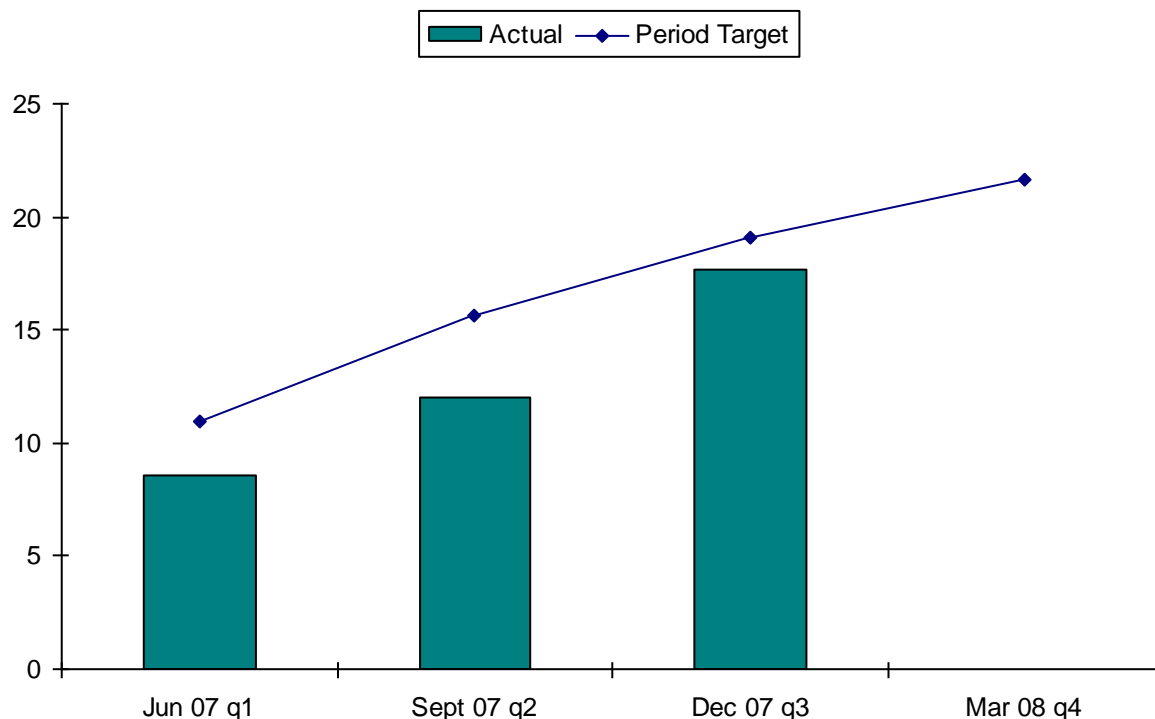
Implementation and monitoring of library Management system

Timescale for completion

Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

EC LAH L 01 D Active Borrowers as a % of Population



Bigger Is Better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	8.56	11.99	17.63	
Period Target	10.92	15.6	19.08	21.68
Performance	▲	▲	▲	?

DIRECTOR COMMENTS

The marketing campaign and the recruitment drive partially succeeded but heavier investment in stock will be a priority for 08/09. Opening of Kingsbury Library Plus has been postponed from September 07 to April 08.

EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions

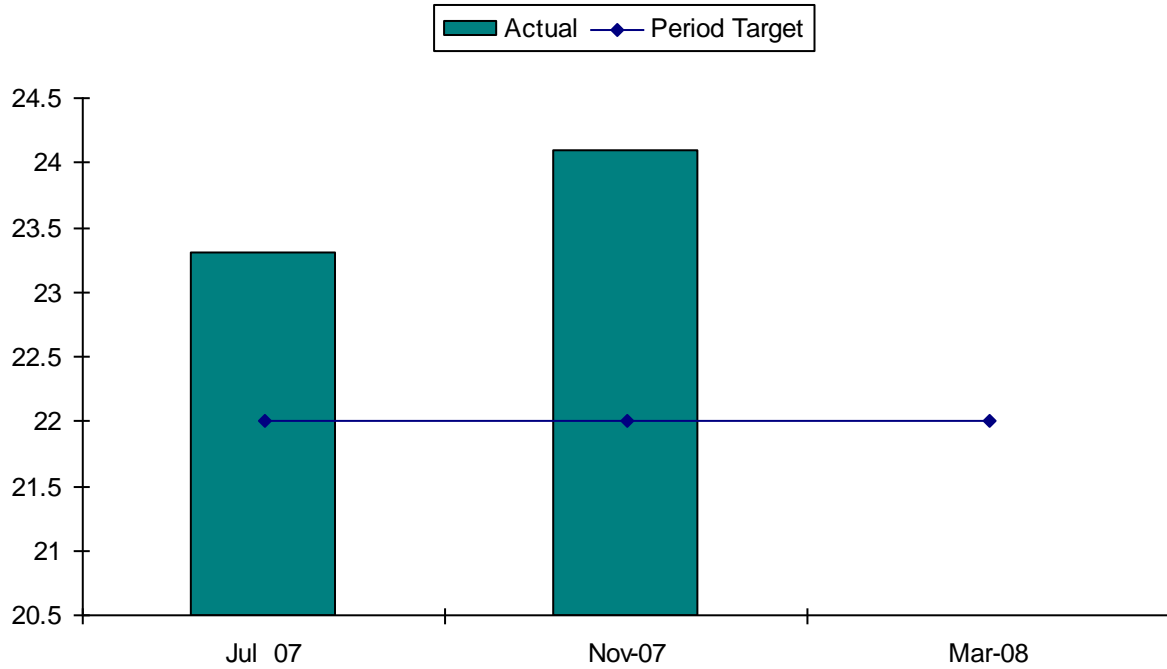
Review and monitor active borrower numbers

Timescale for completion

Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV199a .05 D Env. Cleanliness – Litter % of streets not clean



Smaller is Better

	Jul 07	Nov 07	Mar 08
Actual	23.3	24	
Period Target	22	22	22
Performance	▲	▲	?

DIRECTOR COMMENTS

Provisional figure – final result not yet received from ENCAMS. Confirmed figures expected by March 2008

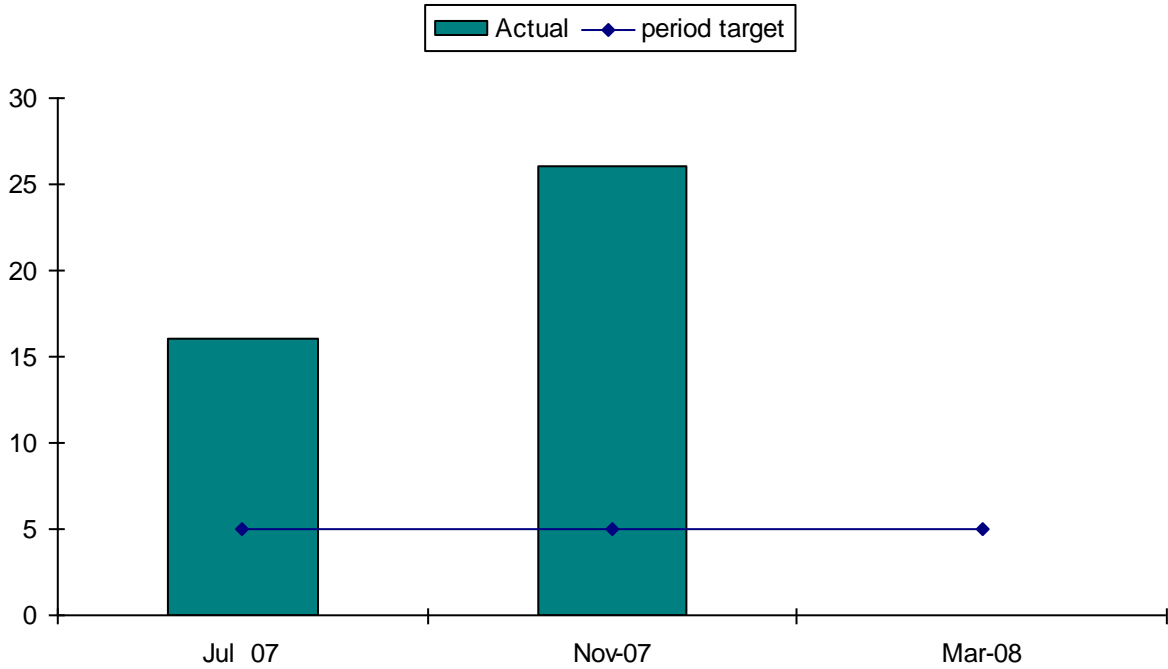
EXECUTIVE MEMBER’S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV199b .05 D Env. Cleanliness –Graffiti % with graffiti



Smaller is Better

	Jul 07	Nov 07	Mar 08
Actual	16	26	
Period Target	5	5	5
Performance	▲	▲	?

DIRECTOR COMMENTS

Provisional figure – final result not yet received from ENCAMS Slightly behind target this month but progress over the last six months has been good.

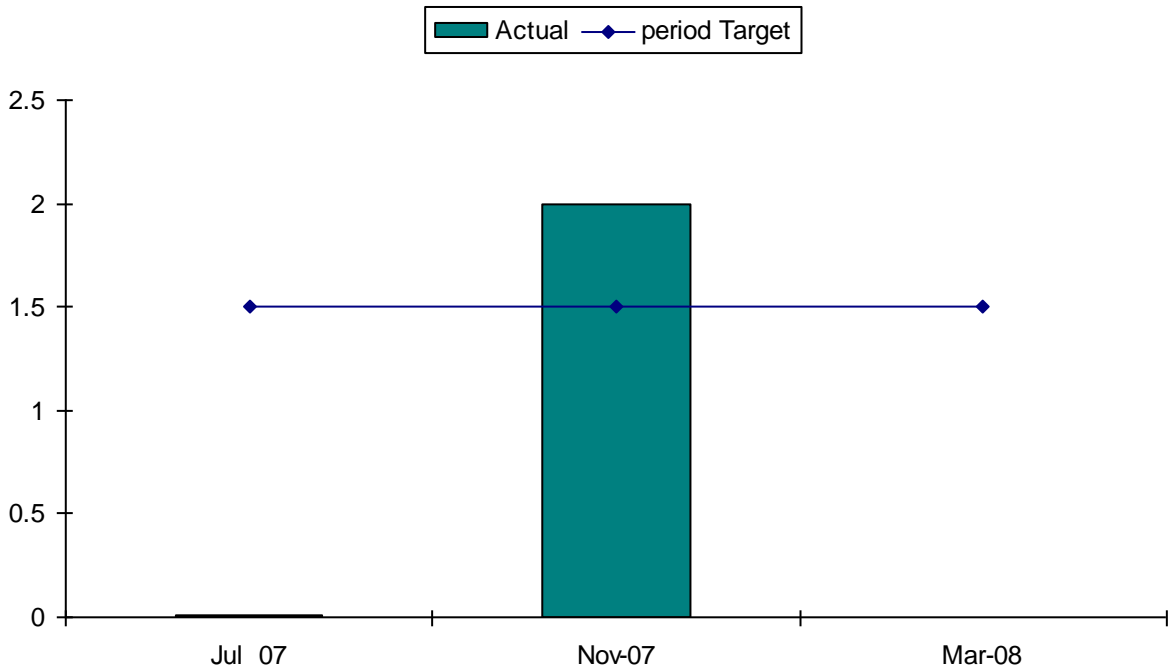
EXECUTIVE MEMBER’S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV199c .05 D Env. Cleanliness – Fly posting



Smaller Is Better

	Jul 07	Nov 07	Mar 08
Actual	0	2	
Period Target	1.5	1.5	1.5
Performance	★	▲	?

DIRECTOR COMMENTS

Provisional figure – final result not yet received from ENCAMS Slightly behind target this month but progress over the last six months has been good.

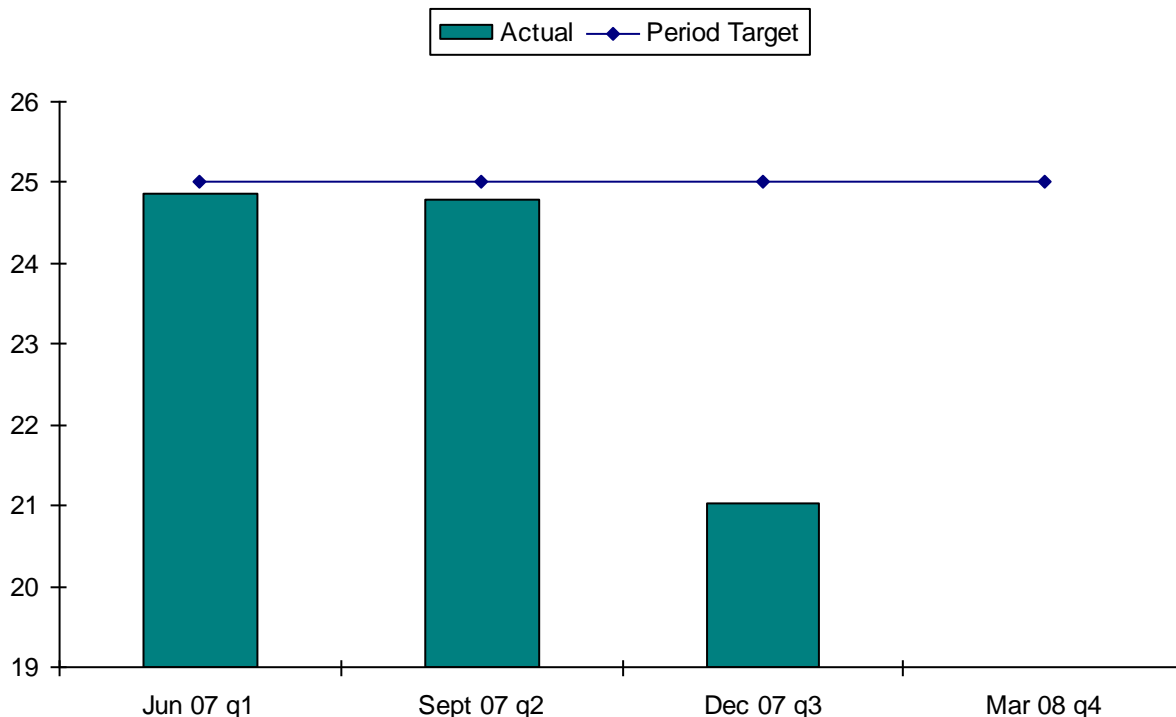
EXECUTIVE MEMBER’S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV82ai+bi D % of Household Waste Recycled or Composted



Bigger is better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	24.85	24.78	21.03	
Period Target	25	25	25	25
Performance	●	●	▲	?

DIRECTOR COMMENTS

Overall recycling rate BV82a+b has dropped in the last quarter primarily due to problems with green waste collection. Issues around residents contaminating green waste leading to a higher number of rejected loads at our composting site have affected the overall recycling percentage. We addressed the contamination issues directly with residents, removing bins where necessary (one contaminated green bin will contaminate a whole vehicle's worth of green waste, ruining up to 12 tonnes of material). We expect performance to improve following our intervention, in line with the seasonal pattern for green/garden waste production.

In February we are printing a new recycling guide, based on feedback from the community. We have also recently formed a long term partnership with the Wembley Observer to ensure there are regular recycling promotions in the paper.

BV82ai+bi D % of Household Waste Recycled or Composted

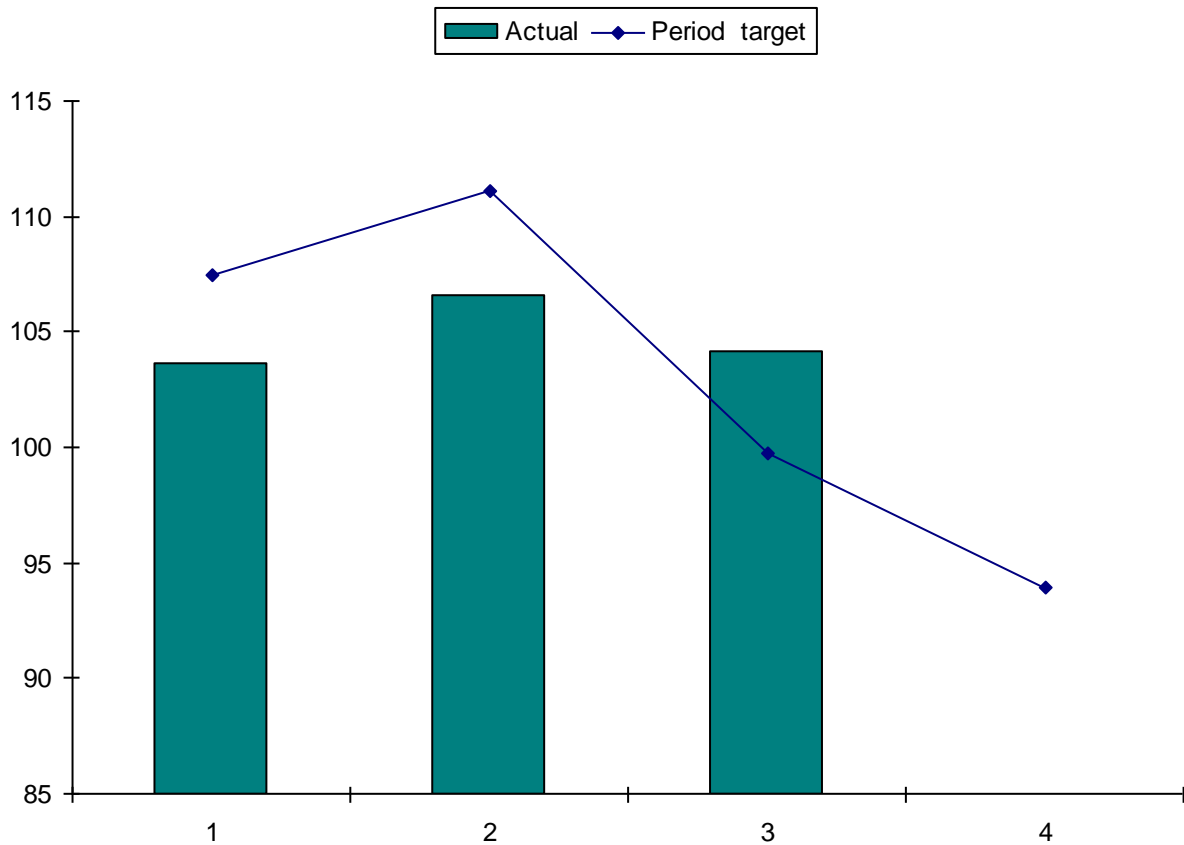
EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV084a.05 D Kg of Household Waste Collection per Household



Smaller is better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	103.63	106.59	104.15	
Period Target	107.5	111.1	99.7	93.9
Performance	★	★	●	?

DIRECTOR COMMENTS

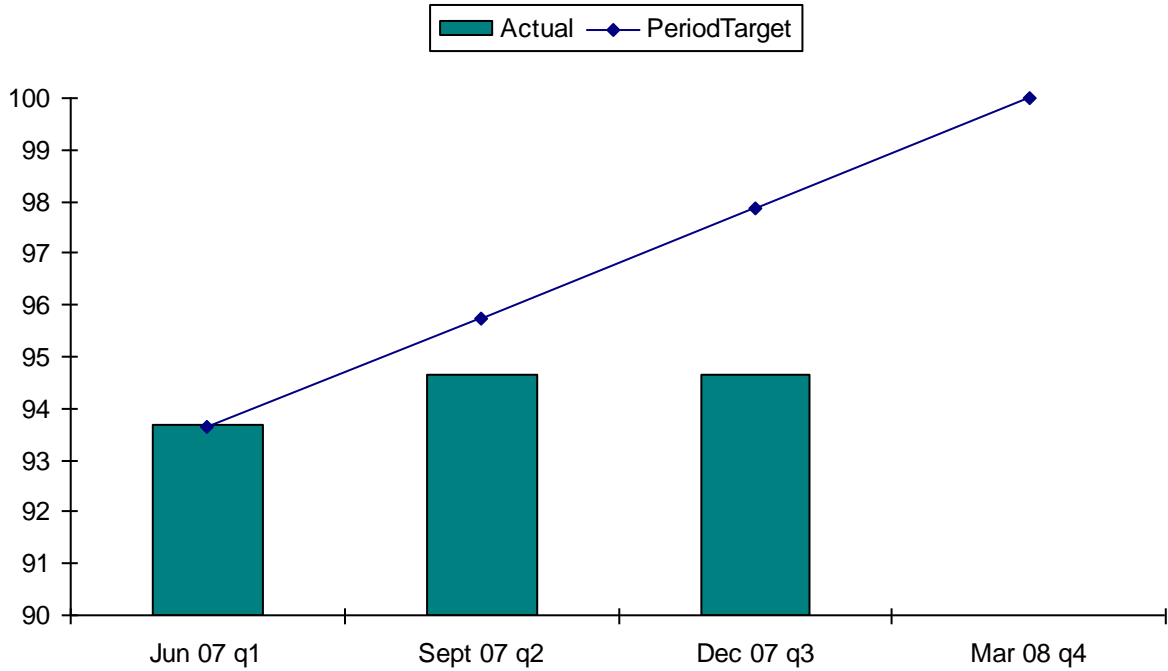
EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: ENVIRONMENT & CULTURE

BV091b.05 D % resident's 2+ kerb side recyclables



Bigger is better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	93.7	94.65	94.65	
Period Target	93.63	95.75	97.88	100
Performance	★	●	●	?

DIRECTOR COMMENTS

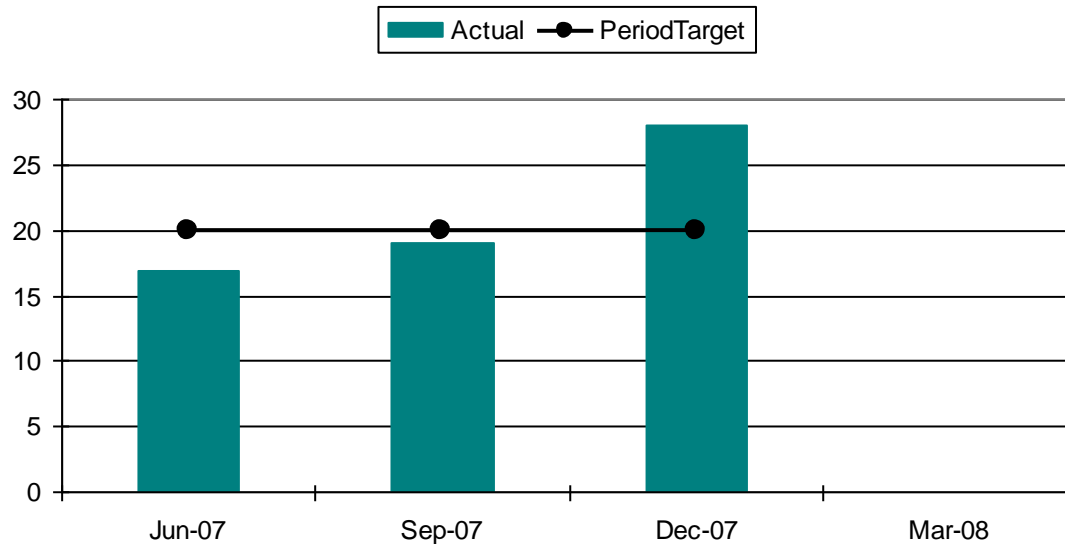
EXECUTIVE MEMBER'S COMMENTS

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Monitoring collection rates	Ongoing

SERVICE AREA: FINANCE & CORPORATE RESOURCES

CC CMP1 D % of complaints escalated from stage 1 to stage 2



Smaller is better

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	16.85	19.03	28.05	
Period Target	20	20	20	
Performance	★	★	▲	?!

DIRECTOR COMMENTS

Number of stage 2 complaints received in the quarter was unusually high due to the following:
 We received 6 complaints from the same landlords that were not upheld. We received 4 NNDR complaints due to a summons run

EXECUTIVE MEMBER'S COMMENTS

There has been an overall reduction to the number of complaints received and action is being taken to improve the quality of stage 1 complaints and prevent premature Ombudsman complaints. This should result in improvements

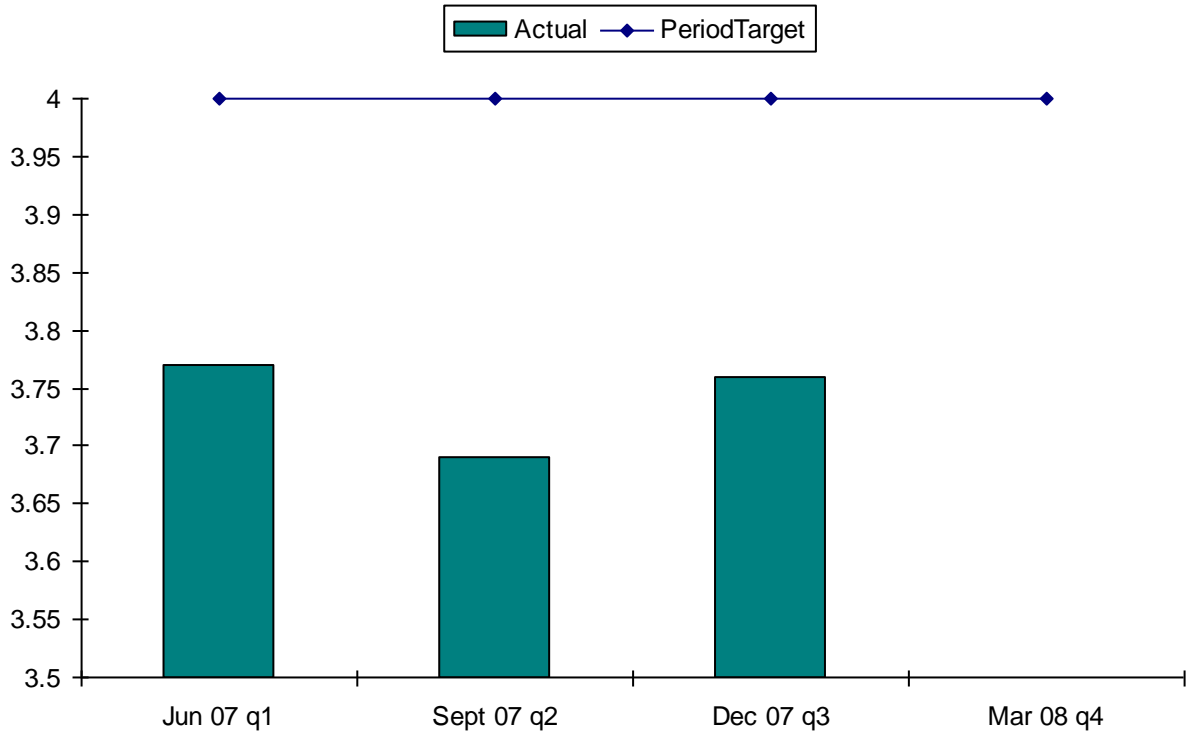
CC CMP1 D % of complaints escalated from stage 1 to stage 2

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Quality checking of stage 1 complaints and identifying training relevant to address issues identified.	Ongoing
Analysis of premature Ombudsman complaints to identify ways in which these can be reduced	

SERVICE AREA: HOUSING & COMMUNITY CARE

AO/C29 Adults with Physical Disabilities helped to live at home per



Bigger is better

	Jun 07	Sep 07	Dec 07
Actual	3.77	3.69	3.76
Period Target	4	4	4
Performance	●	●	●

DIRECTOR COMMENTS

Work will continue to improve performance for this indicator and meet the set target

EXECUTIVE MEMBER’S COMMENTS

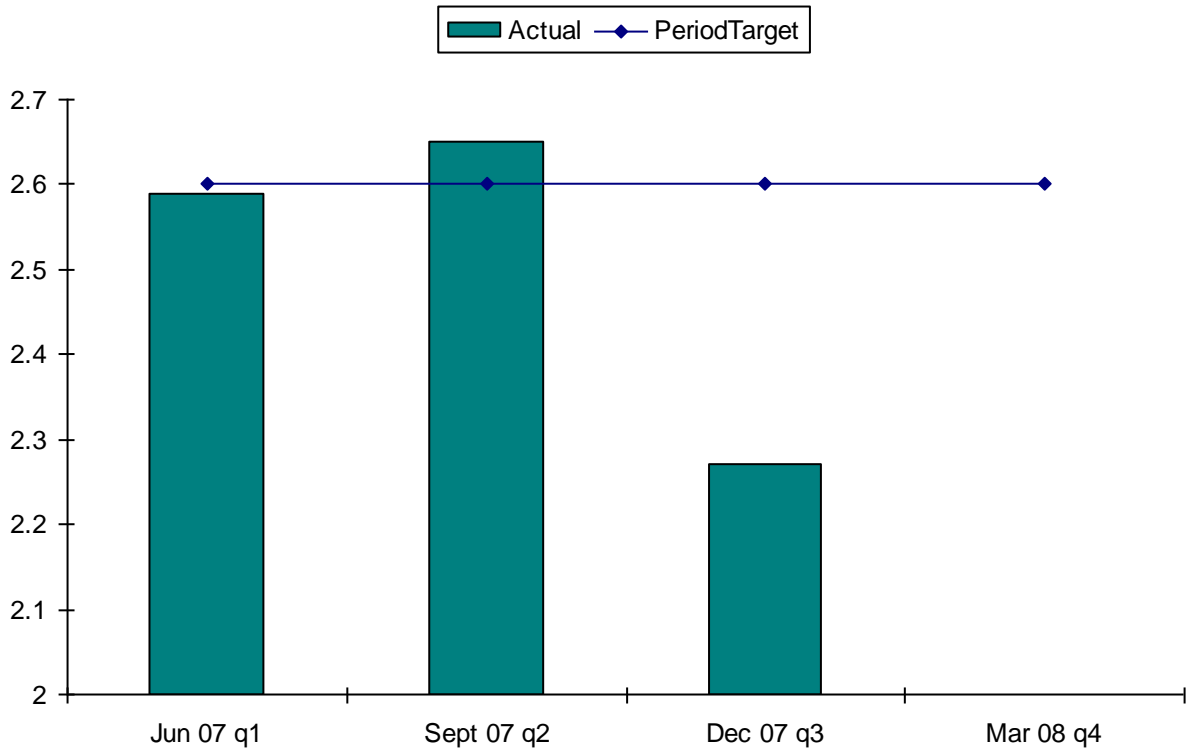
Our performance against this indicator has varied in this financial year. Officers will strive to improve performance over the coming months to meet the annual target

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Managers are regularly monitoring performance	Ongoing

SERVICE AREA: HOUSING & COMMUNITY CARE

AO/C30 Adults with Learning Disabilities helped to live at home



Bigger Is Better

	Jun 07	Sep 07	Dec 07
Actual	2.59	2.65	2.27
Period Target	2.6	2.6	2.6
Performance	●	★	▲

DIRECTOR COMMENTS

We expect the good performance obtained earlier in the year to be resumed and to continue throughout the year

EXECUTIVE MEMBER'S COMMENTS

I look forward to seeing us get back to a position where we exceed our target with this indicator as in the earlier months of this financial year

IMPROVEMENT ACTION PLAN

Key improvement actions

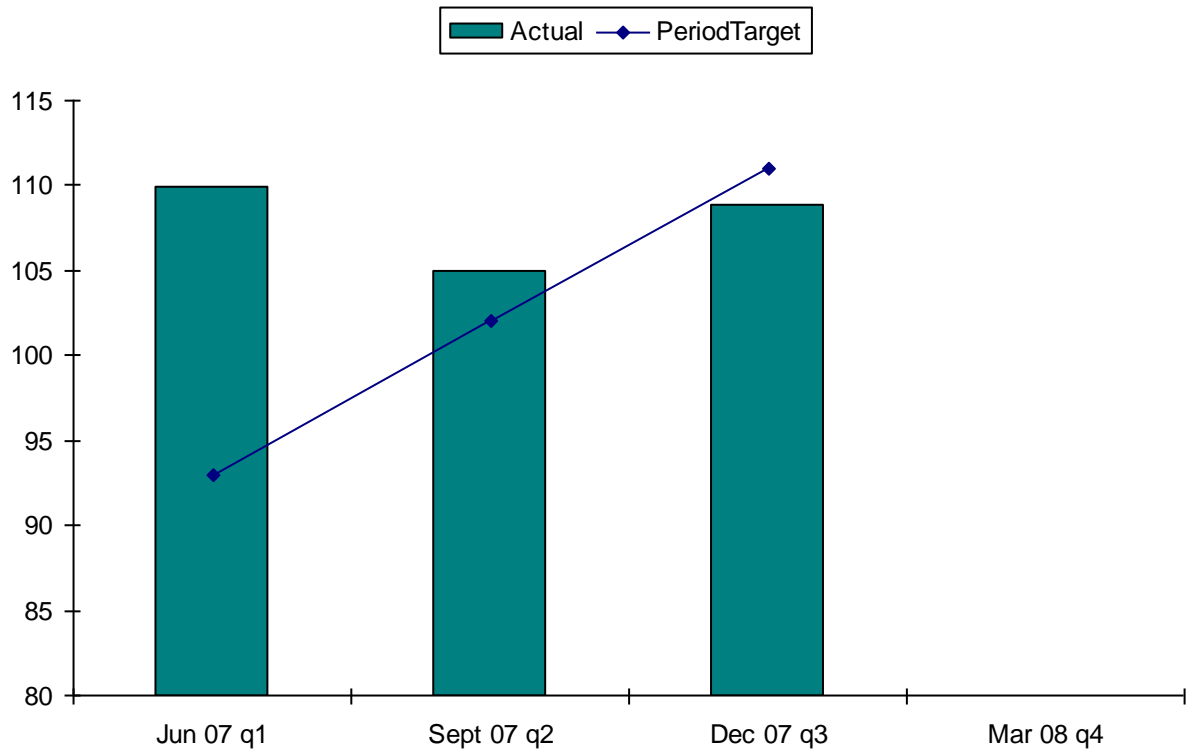
Managers are regularly monitoring performance

Timescale for completion

Ongoing

SERVICE AREA: HOUSING & COMMUNITY CARE

AO/C51 Direct Payments



Bigger is better

	Jun 07	Sep 07	Dec 07
Actual	109.93	104.97	108.93
Period Target	93	102	111
Performance	★	★	●

DIRECTOR COMMENTS

As the departmental developments regarding direct payments take effect we expect numbers accepting direct payments to increase in this financial year and beyond

EXECUTIVE MEMBER’S COMMENTS

I look forward to seeing further significant progress with this indicator as this is an important to the transformation of adult social care

IMPROVEMENT ACTION PLAN

Key improvement actions	Timescale for completion
Managers are regularly monitoring performance	Ongoing

