



**MEETING of the EXECUTIVE**

**18<sup>th</sup> March 2008**

**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.

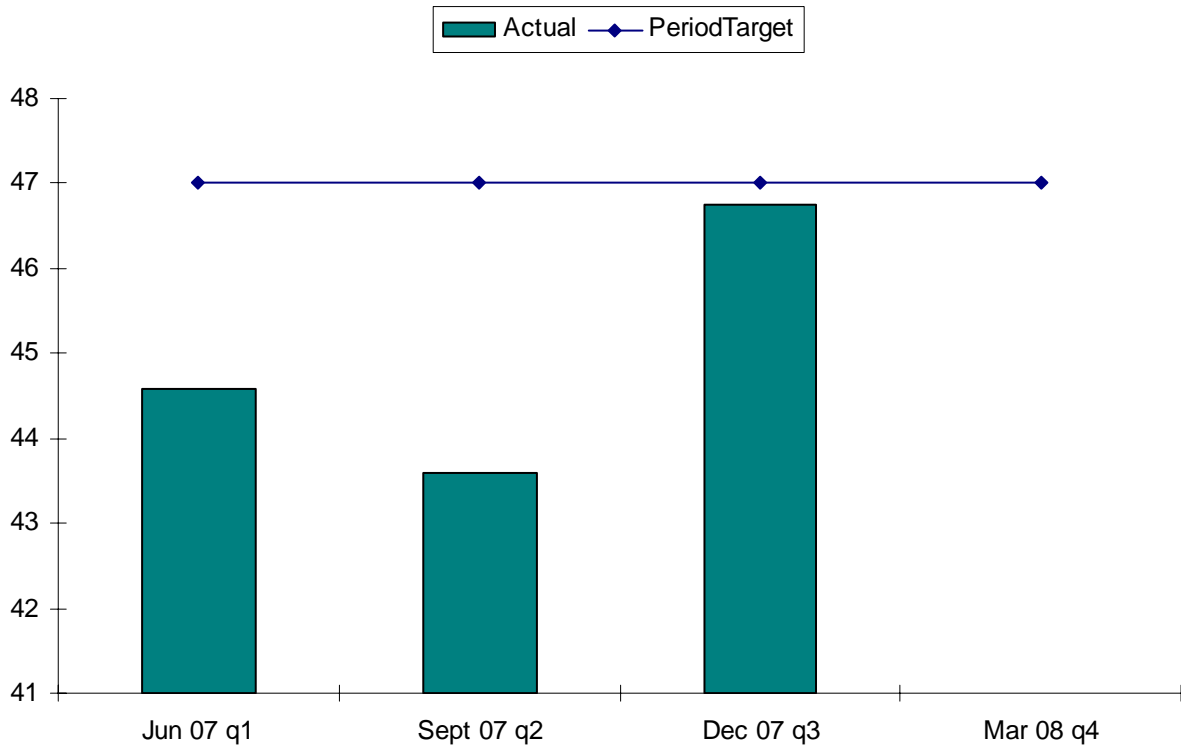
The table also shows an alert to highlight whether or not performance is reaching target. The following explains what each alert means:

	'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..

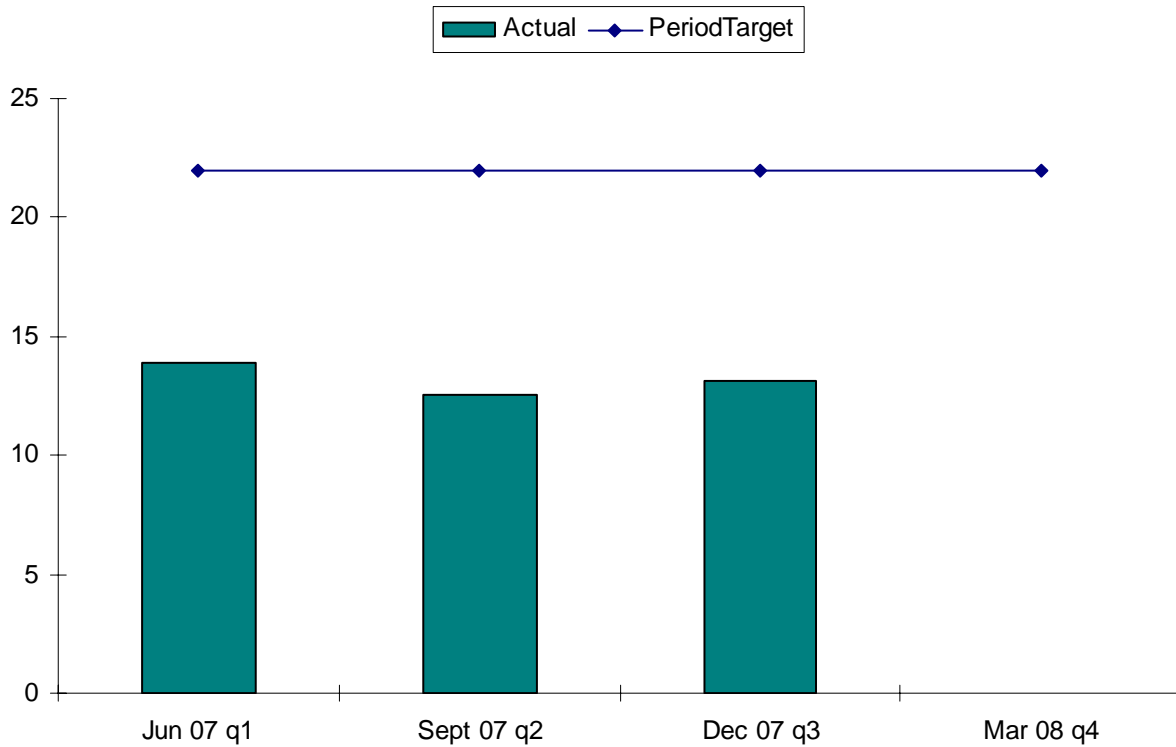
## ***BV011a.02 D Women employees in top 5% earners***

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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***

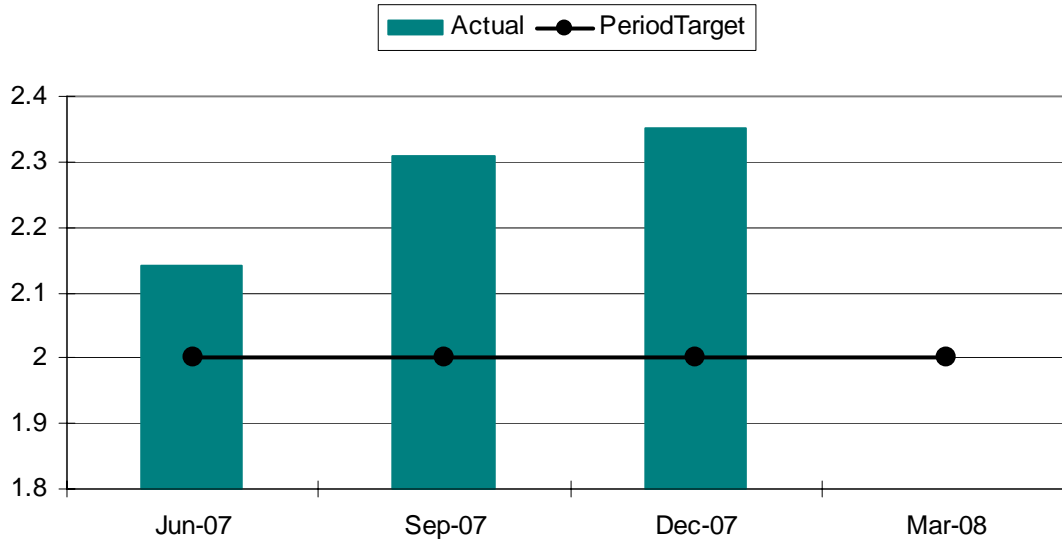
### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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.

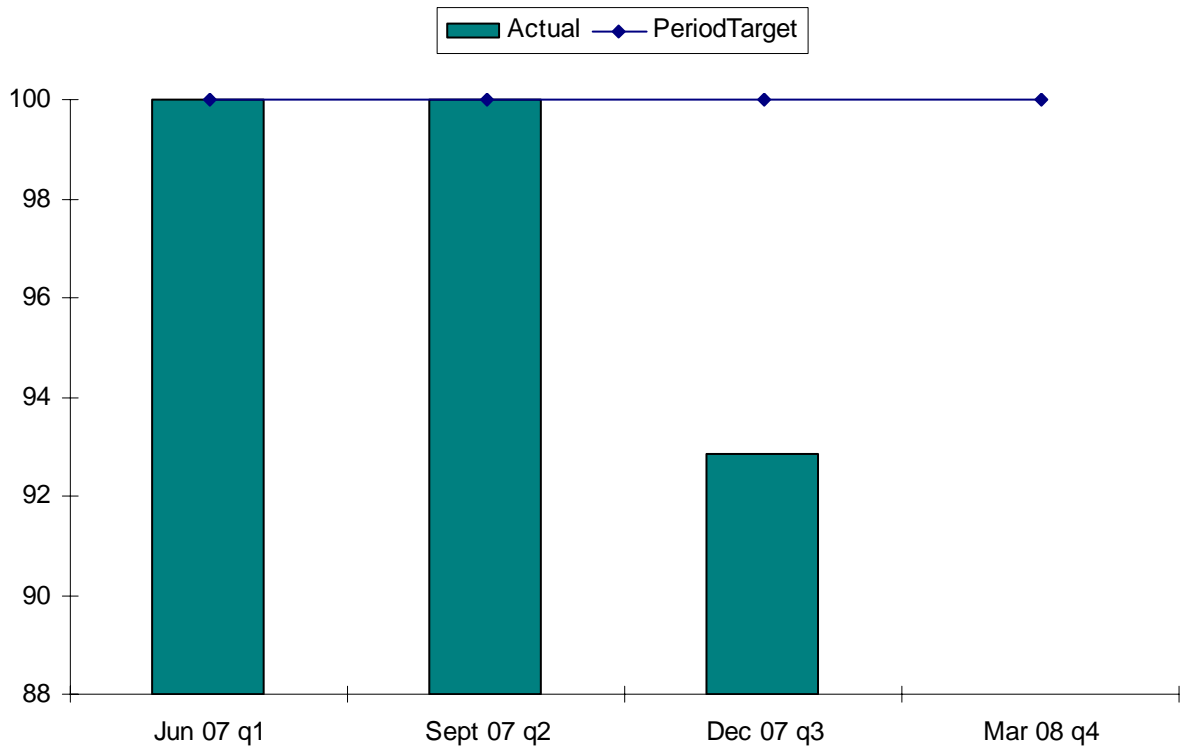
***CC HR012 D Days lost to staff sickness per employees excluding schools***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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**

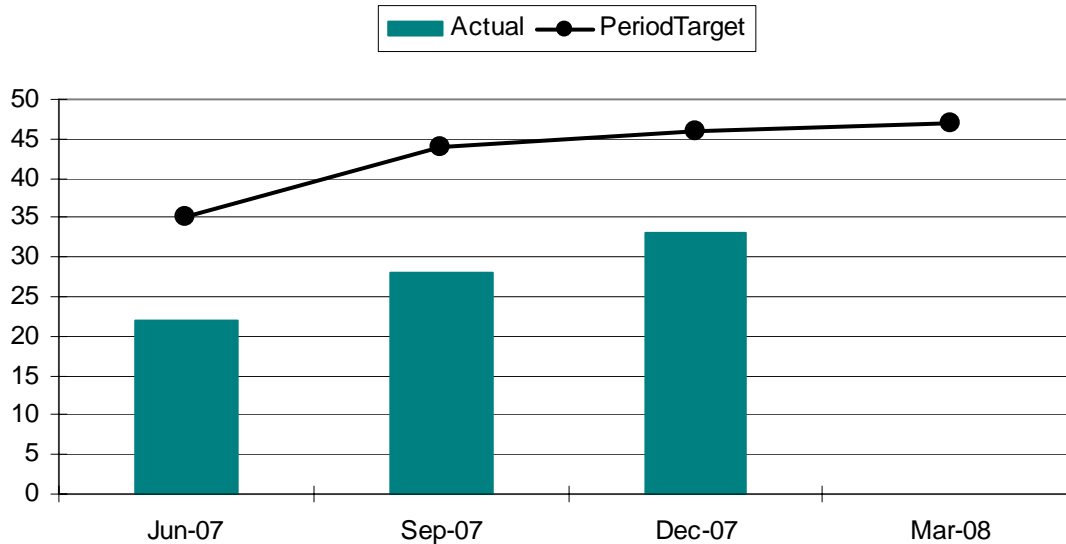
Comments noted

**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

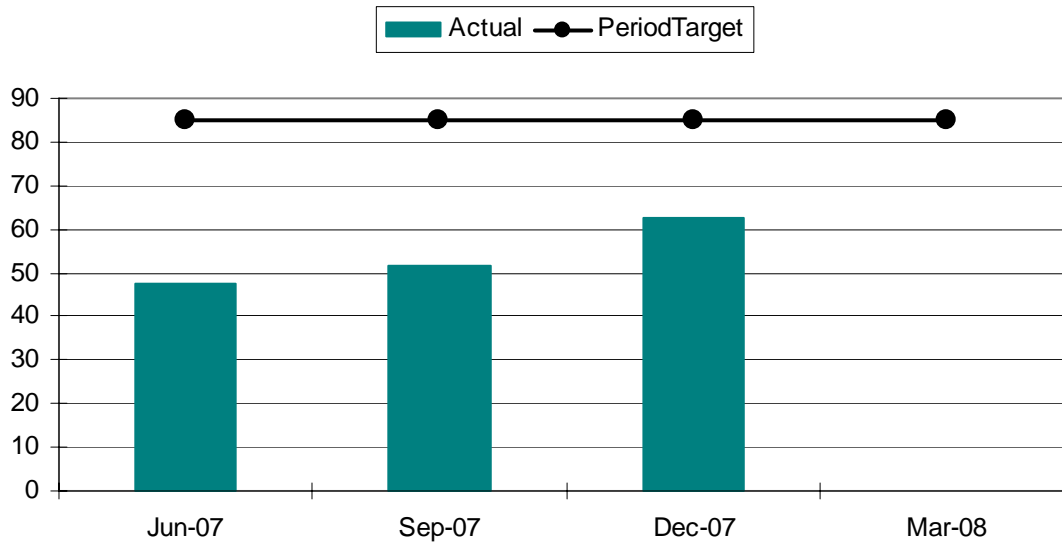
***REG 12 LAA Number of people from a disadvantaged group helped into employment***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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.

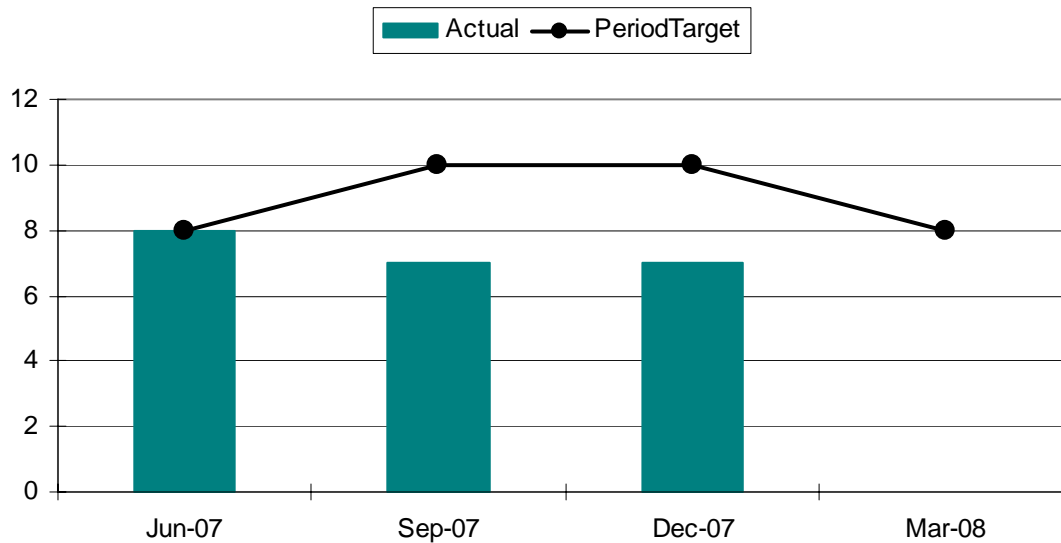
## ***CC CMP2 D % of stage 1 complaints responses in time***

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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.



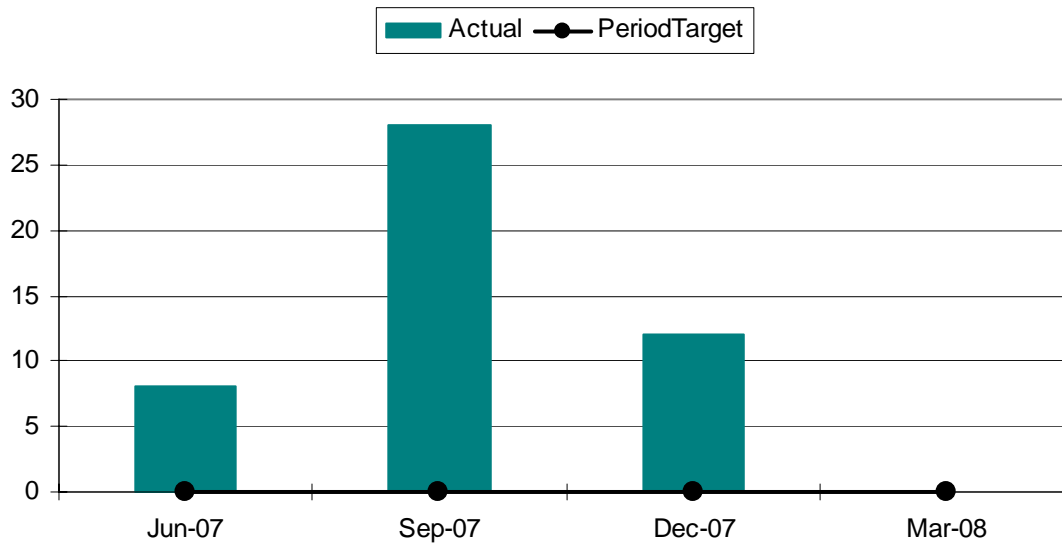
## **CYP1.13 No. Parents Attending YOS Parenting Course**

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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.

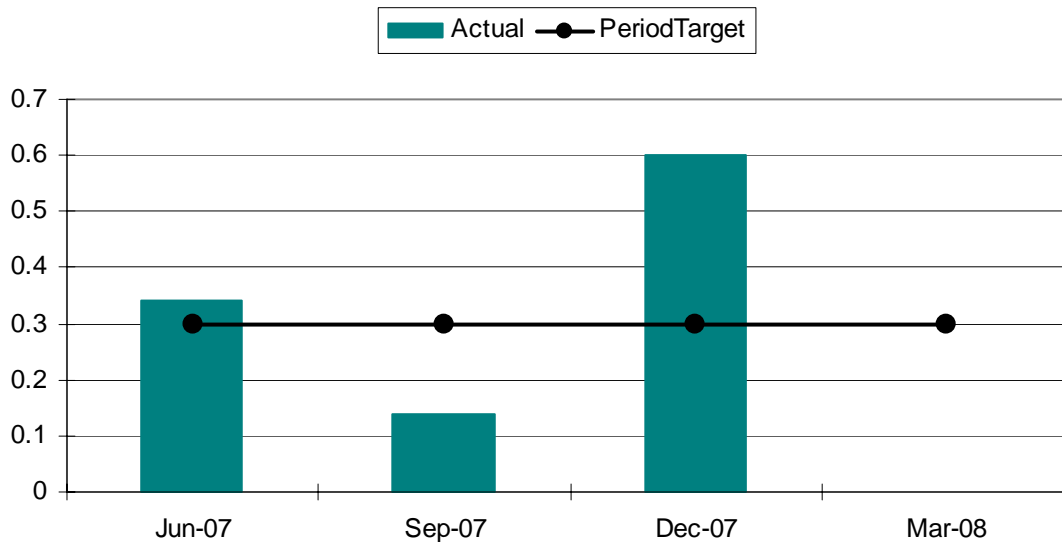
Monitoring demand by year group and location in Brent. We are seeking to expand provision - increase schools intake where demand justifies.

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 (Target 24%) 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.

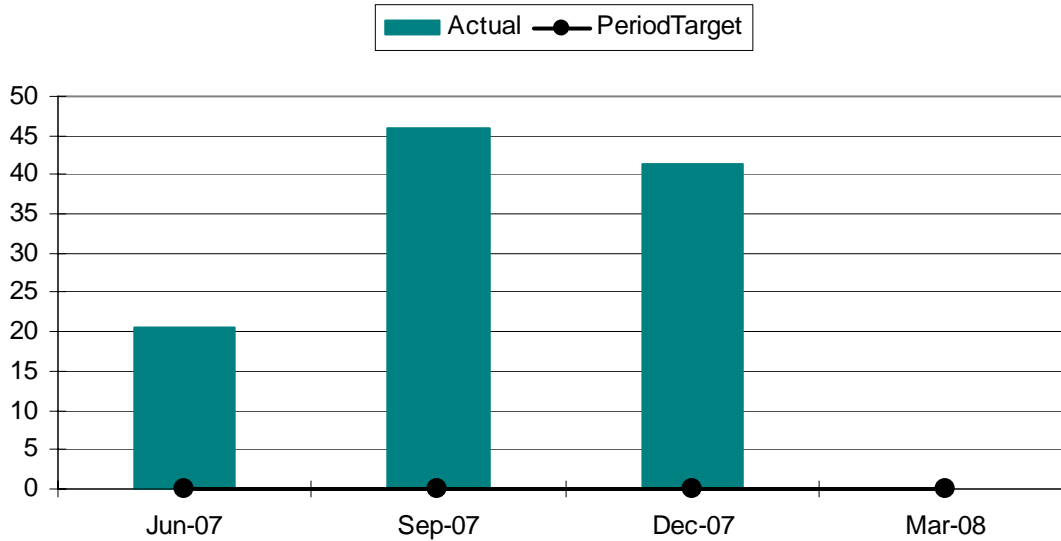
***CF LI1 D The number of pupils excluded from Brent maintained schools***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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**

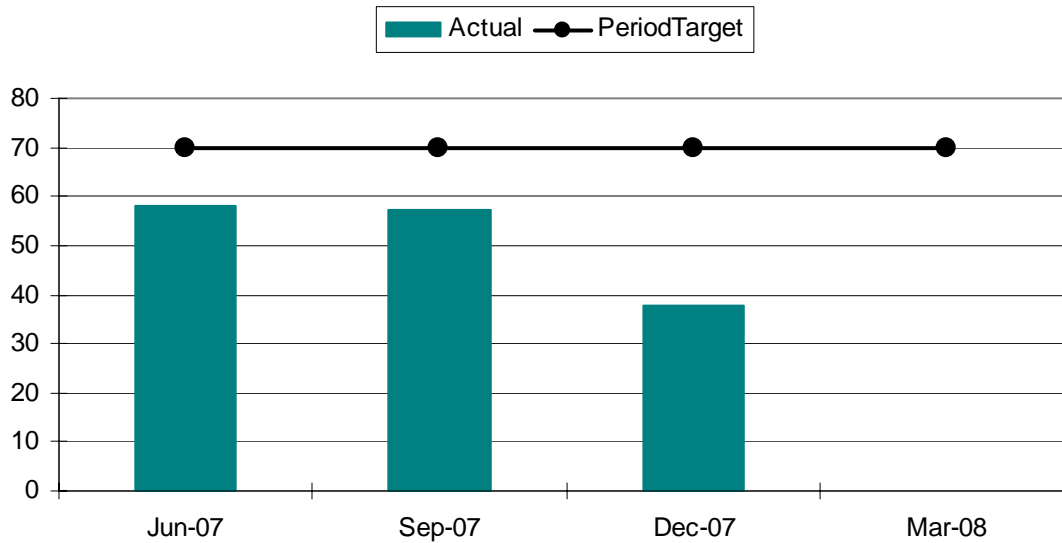
Assessment centres are run every six weeks, to assess the educational needs of secondary aged pupils. Some need to attend English as an Additional Language (EAL) project to help with written and spoken English.

**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



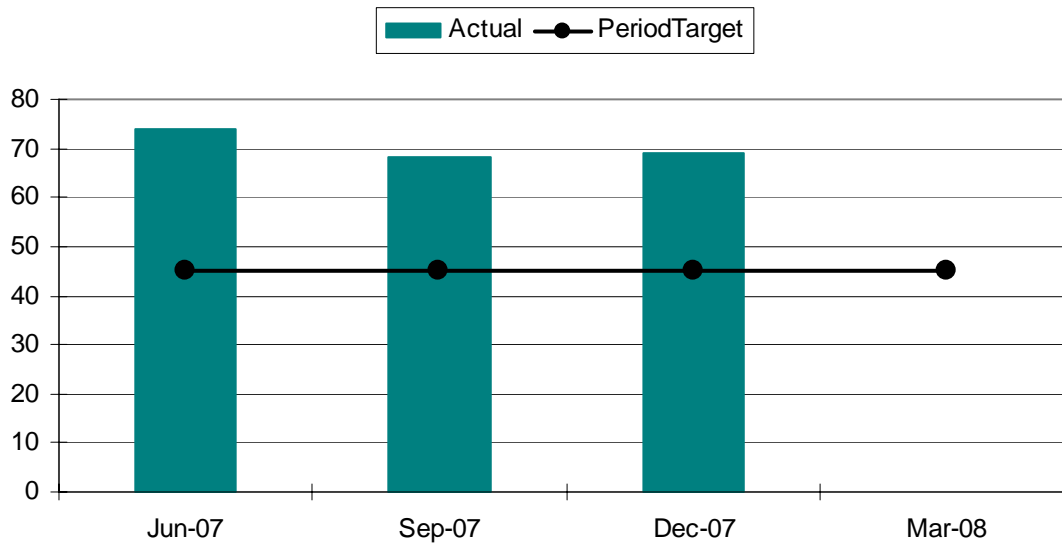
***BV043b D % of SEN statements issued within 18 weeks***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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

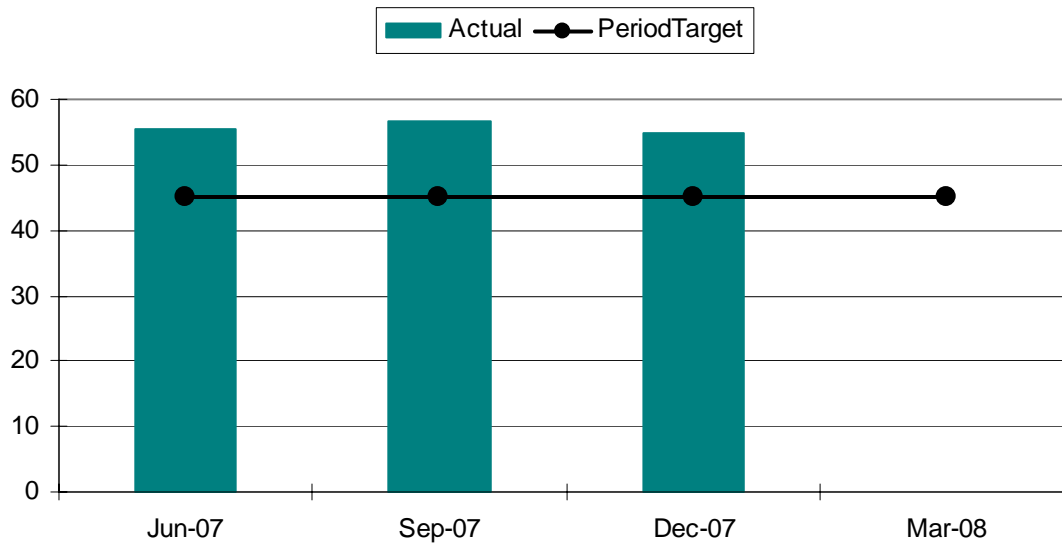
***CF/YP02 % of young men supervised by the YOT, subject to remand that are Black African or Caribbean***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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

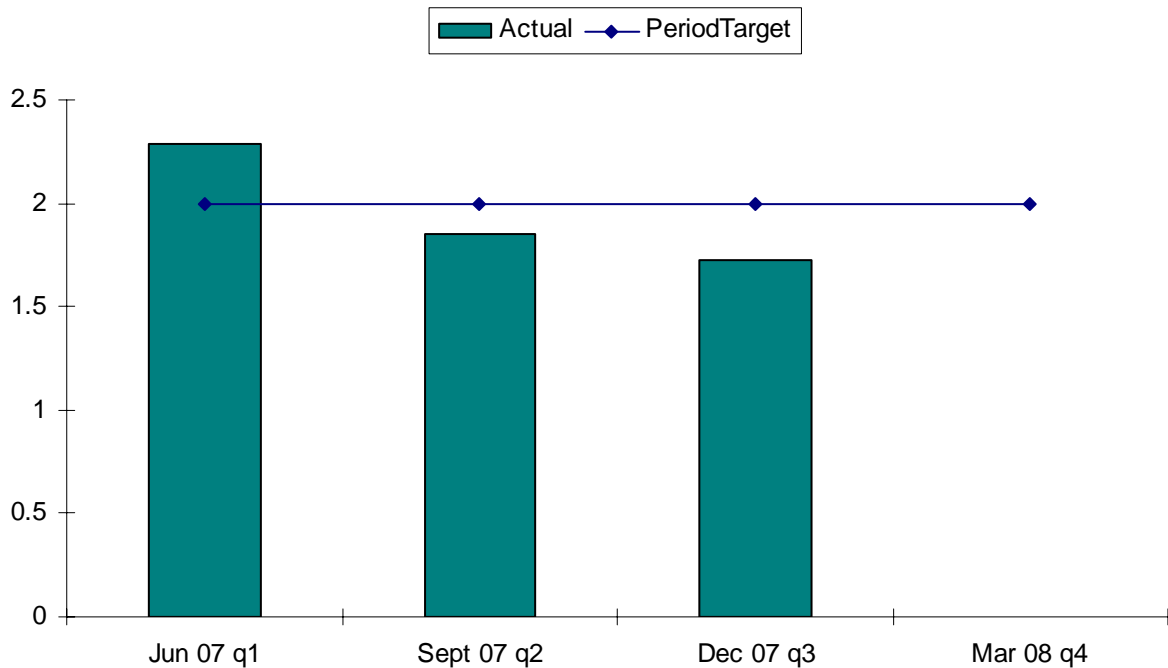
***Cf/YP03 D %of young men supervised by the YOT subject to custody that are Black African or Caribbean***

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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**

***BV163 D Adoptions of children looked after***



**Bigger Is Better t**

	Jun 07	Sep 07	Dec 07	Mar 08
Actual	2.29	1.85	1.72	
Period Target	2	2	2	2
Performance	★	●	▲	?

**DIRECTOR COMMENTS**

During the period 5 looked after children ceased to be looked after due to adoption orders being granted by the courts. The performance during the quarter mirrors the numbers of children adopted during the same period last year. 1st April to 31st December 2007, in total 18 looked after children ceased to be looked after either due to being adopted or a special guardianship being granted and the performance of this activity reflects a positive upward trend, for the period 1st April to 31st December 2006, 10 children had ceased to be looked after either due to adoptions or special guardianships being granted.

**EXECUTIVE MEMBER'S COMMENTS**

A significant improvement over last year

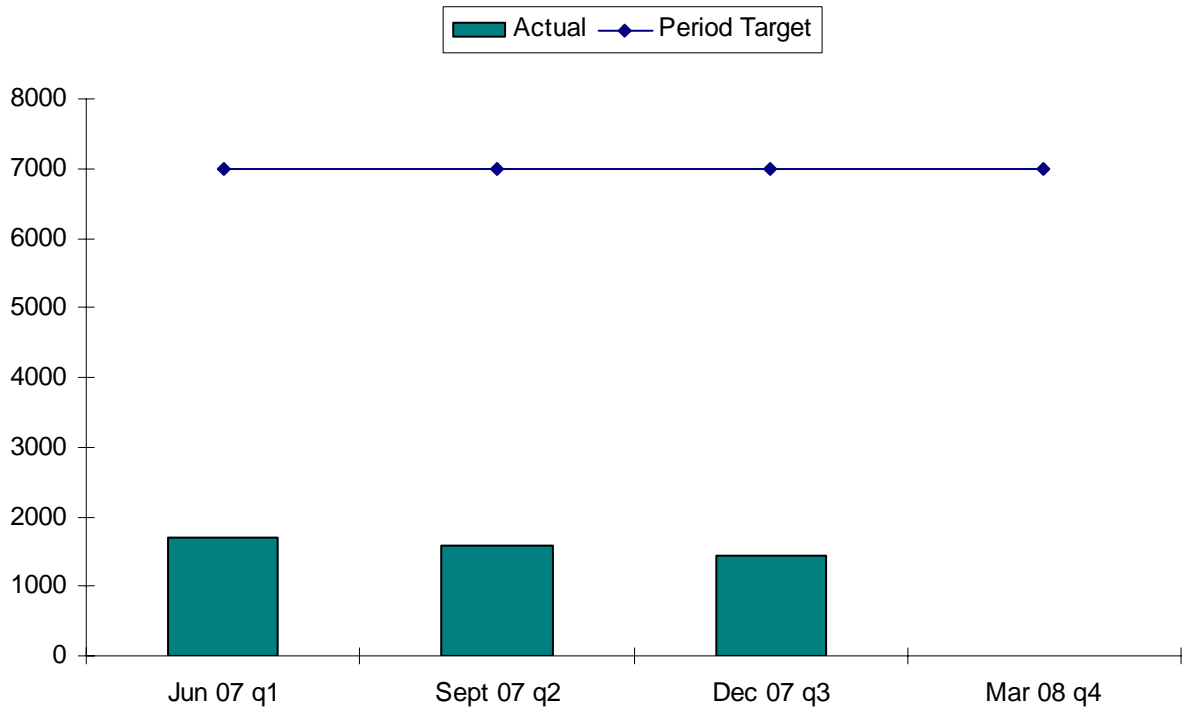
## ***BV163 D Adoptions of children looked after***

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
The performance of this indicator to be reported on and discussed monthly at Social Care Management Team meeting.	31 March 08
Monitoring spreadsheet to be adjusted to ensure all steps of process is closely monitored Social Care Management Team	Review monthly

**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**

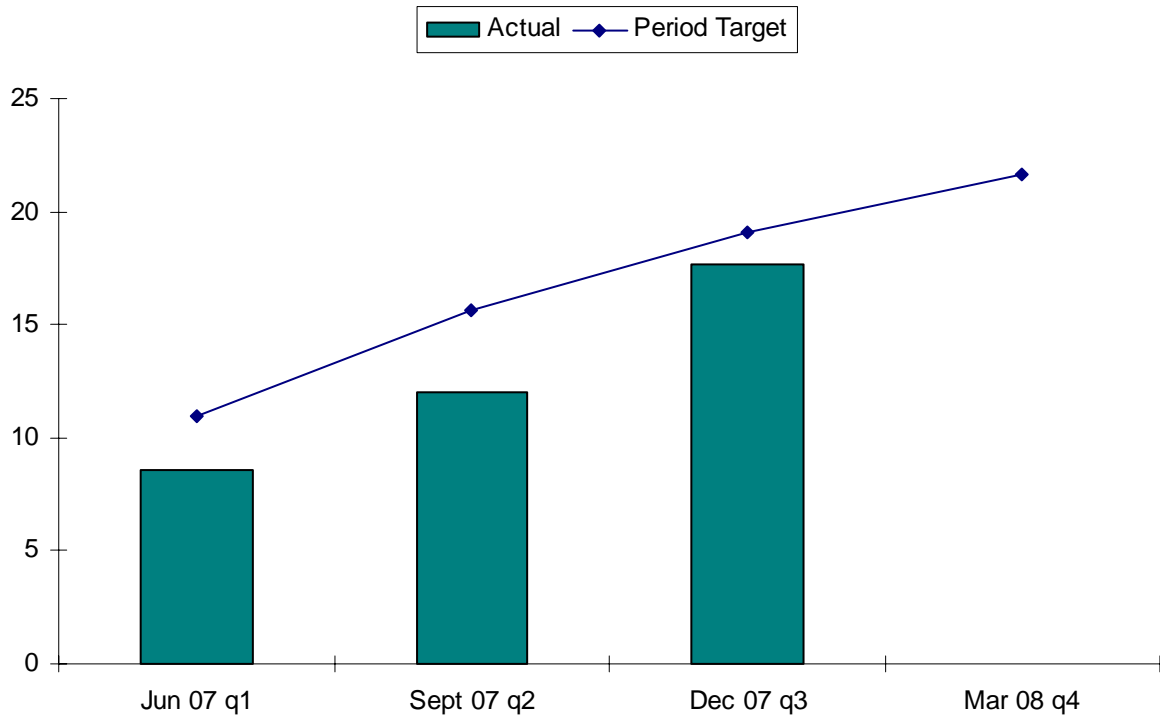
**IMPROVEMENT ACTION PLAN**

Key improvement actions	Timescale for completion
Implementation and monitoring of library Management system	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**

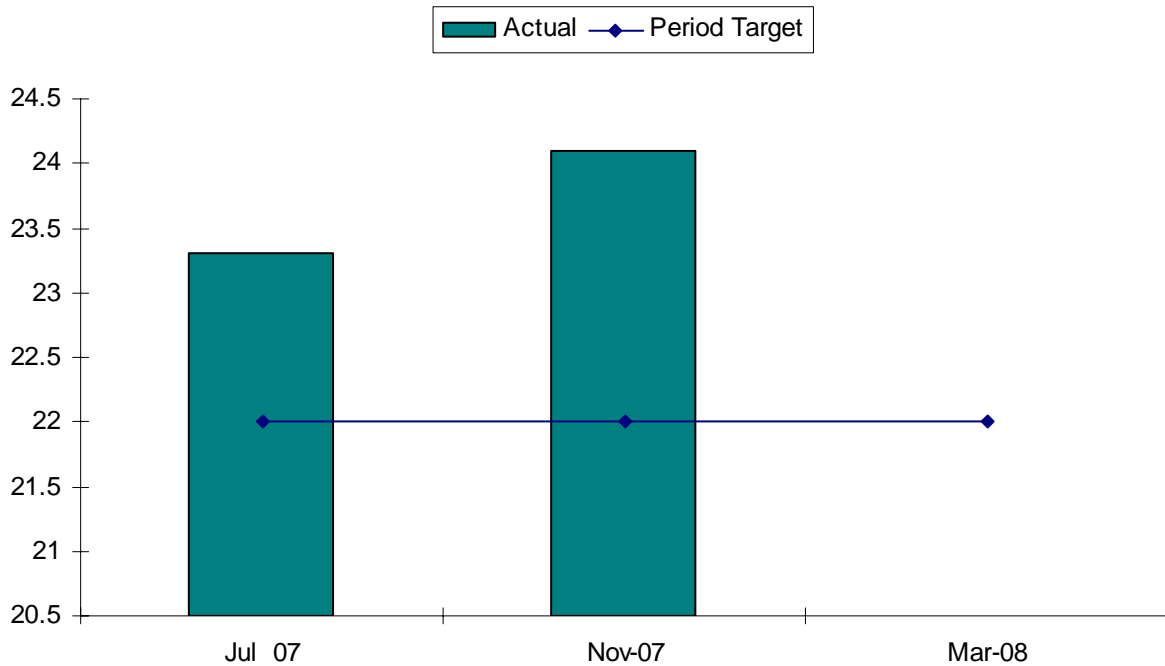
Review and monitor active borrower numbers

**Timescale for completion**

Ongoing

**SERVICE AREA: ENVIRONMENT & CULTURE**

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



**Smaller is Better**

	<b>Jul 07</b>	<b>Nov 07</b>	<b>Mar 08</b>
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

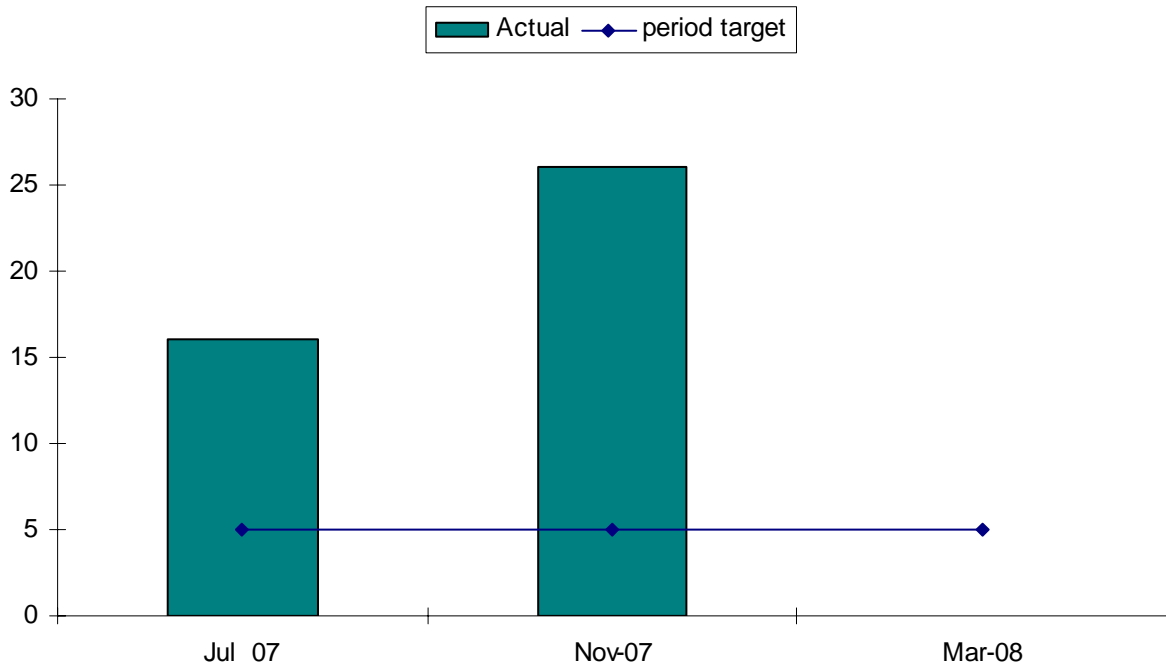
**EXECUTIVE MEMBER’S COMMENTS**

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
Monitoring collection rates	Ongoing

**SERVICE AREA: ENVIRONMENT & CULTURE**

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



**Smaller is Better**

	<b>Jul 07</b>	<b>Nov 07</b>	<b>Mar 08</b>
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.

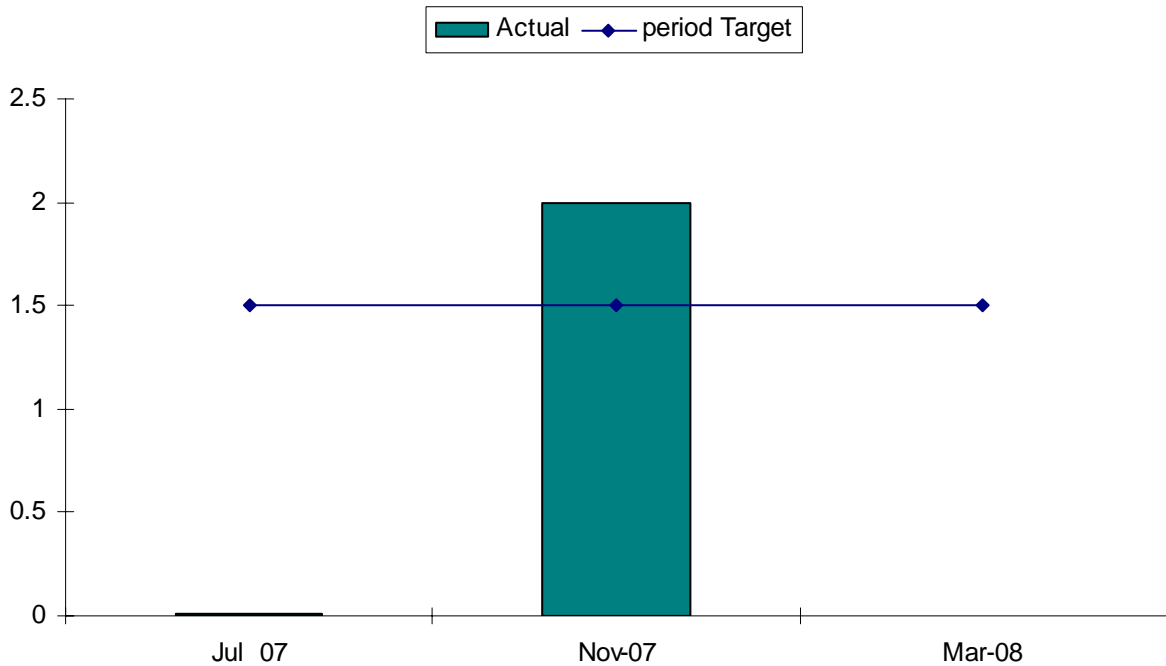
**EXECUTIVE MEMBER’S COMMENTS**

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
Monitoring collection rates	Ongoing

**SERVICE AREA: ENVIRONMENT & CULTURE**

**BV199c .05 D Env. Cleanliness – Fly posting**



**Smaller Is Better**

	<b>Jul 07</b>	<b>Nov 07</b>	<b>Mar 08</b>
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.

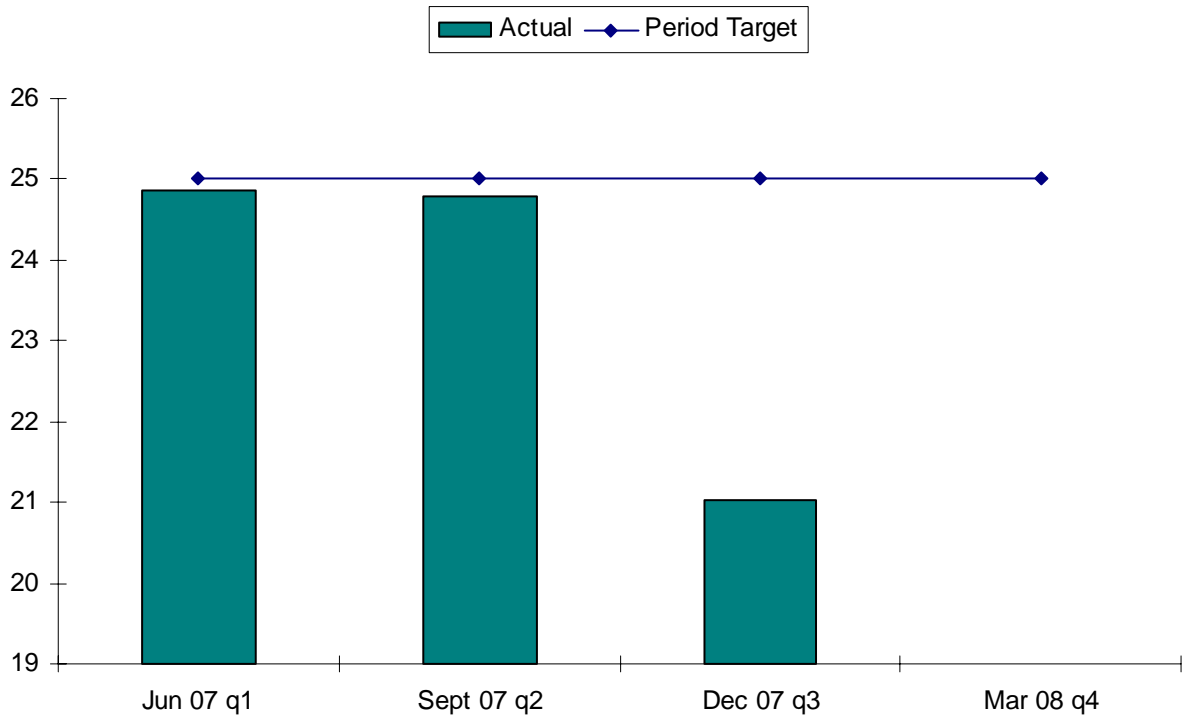
**EXECUTIVE MEMBER’S COMMENTS**

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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***

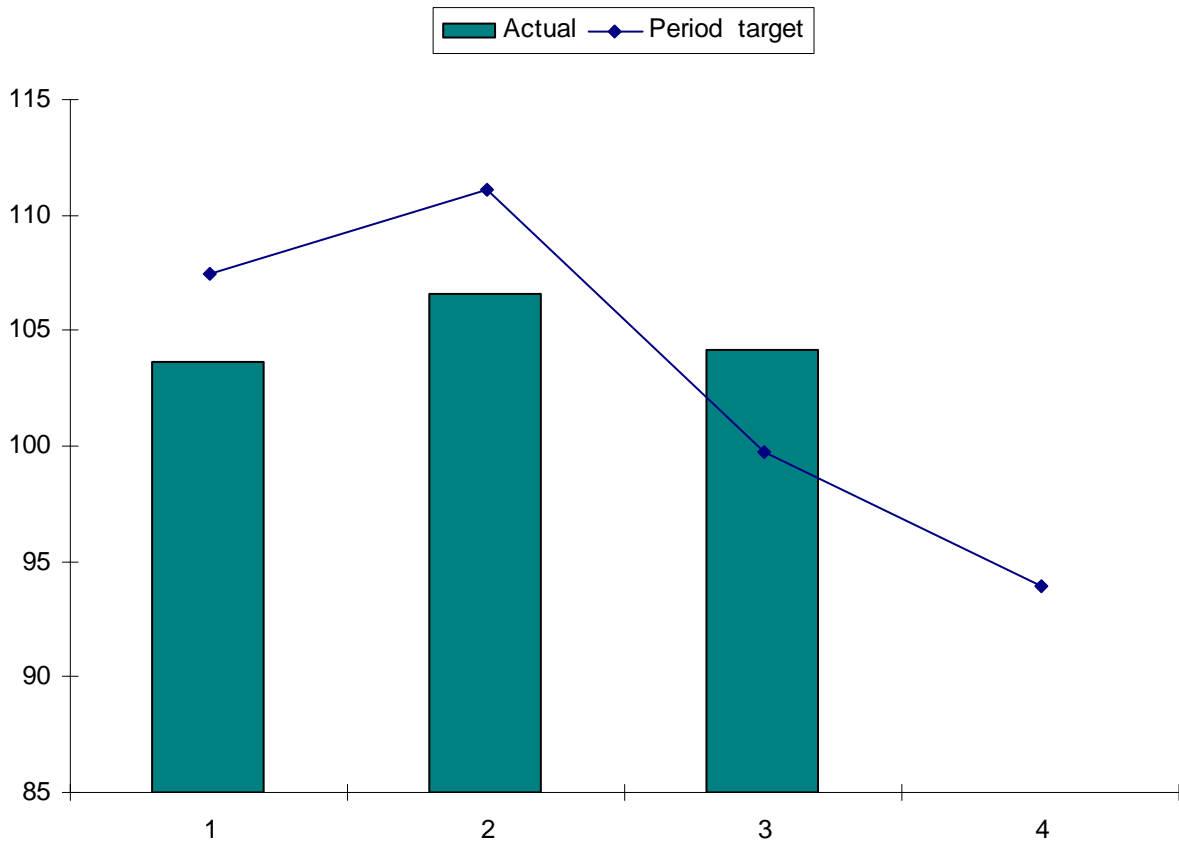
### **EXECUTIVE MEMBER'S COMMENTS**

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
Monitoring collection rates	Ongoing

**SERVICE AREA: ENVIRONMENT & CULTURE**

***BV084a.05 D Kg of Household Waste Collection per Household***



**Smaller is better**

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

**DIRECTOR COMMENTS**

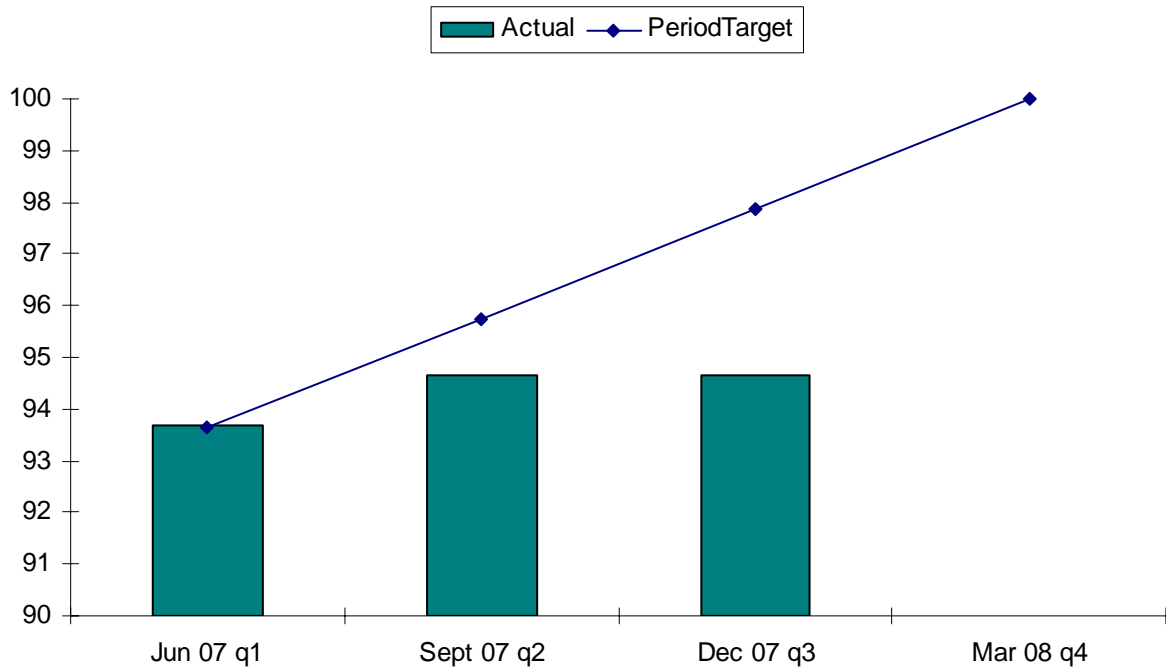
**EXECUTIVE MEMBER'S COMMENTS**

**IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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**

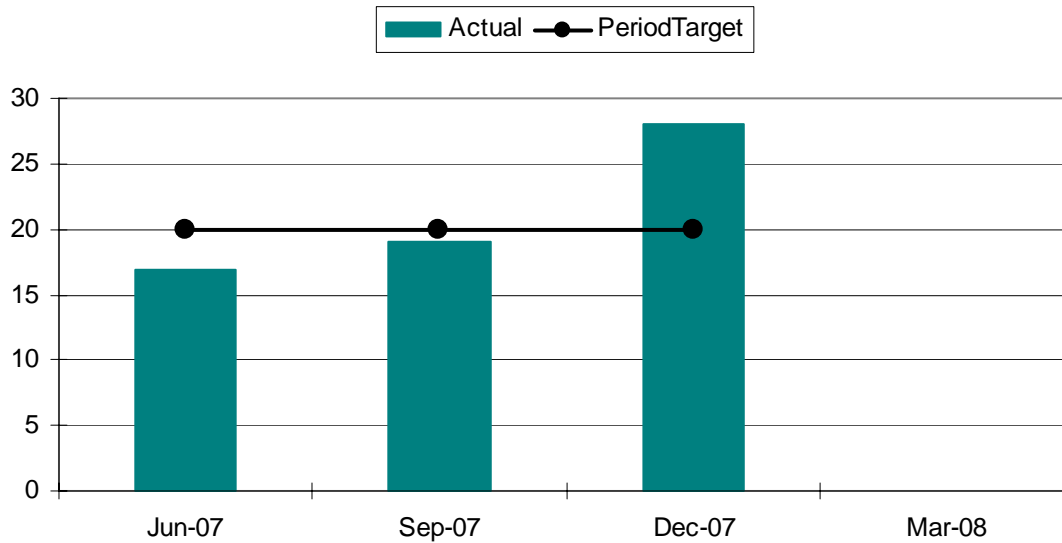
**IMPROVEMENT ACTION PLAN**

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

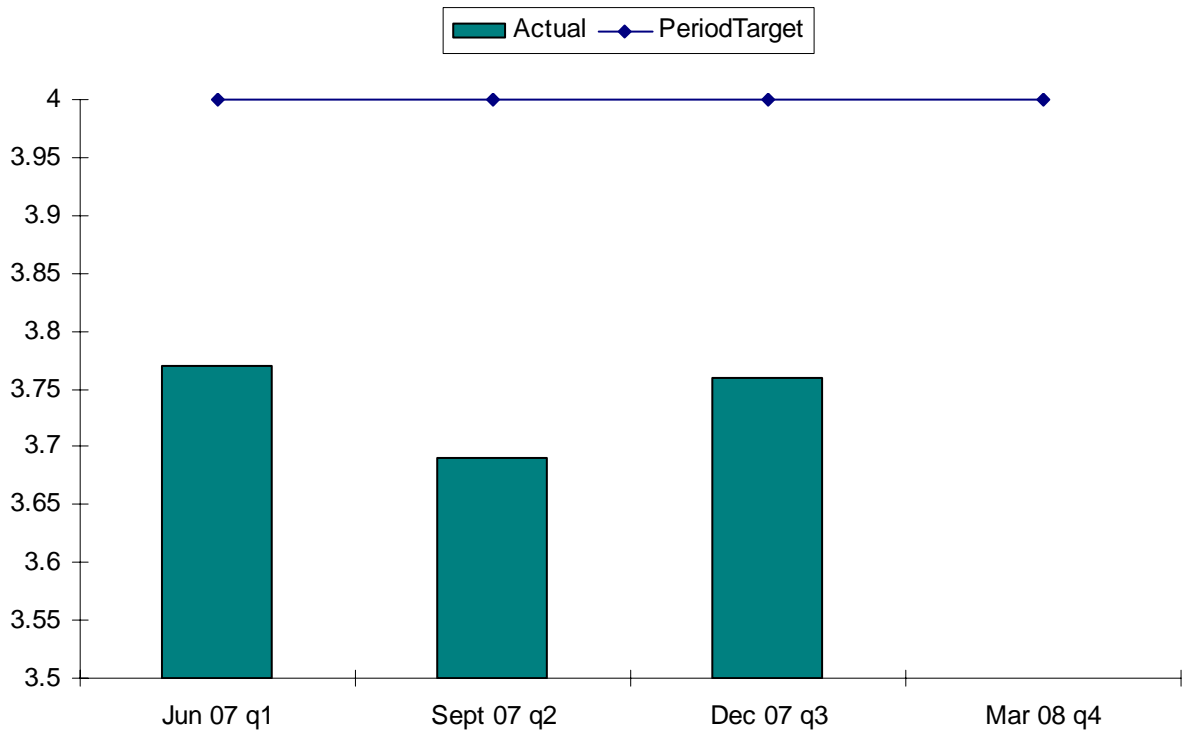
## ***CC CMP1 D % of complaints escalated from stage 1 to stage 2***

### **IMPROVEMENT ACTION PLAN**

<b>Key improvement actions</b>	<b>Timescale for completion</b>
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**



**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**

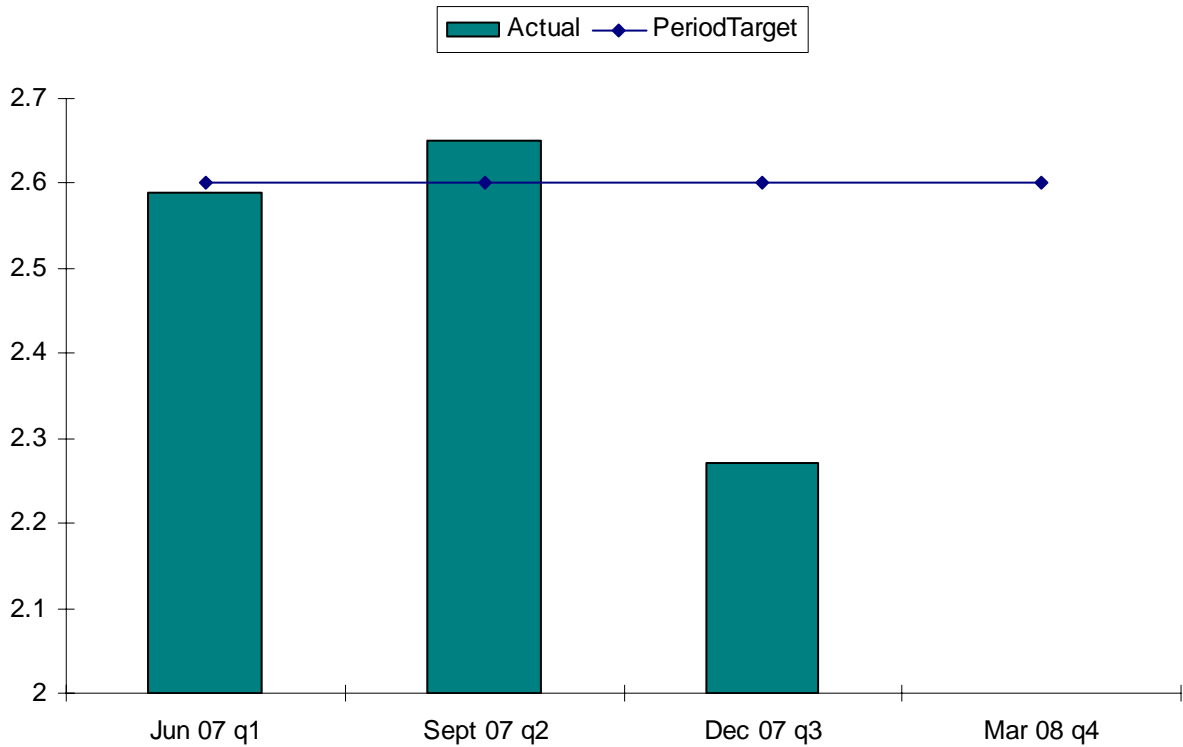
Our performance against this indicator has varied in this financial year. Officers will strive to improve performance over the coming months to meet the annual target

**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**

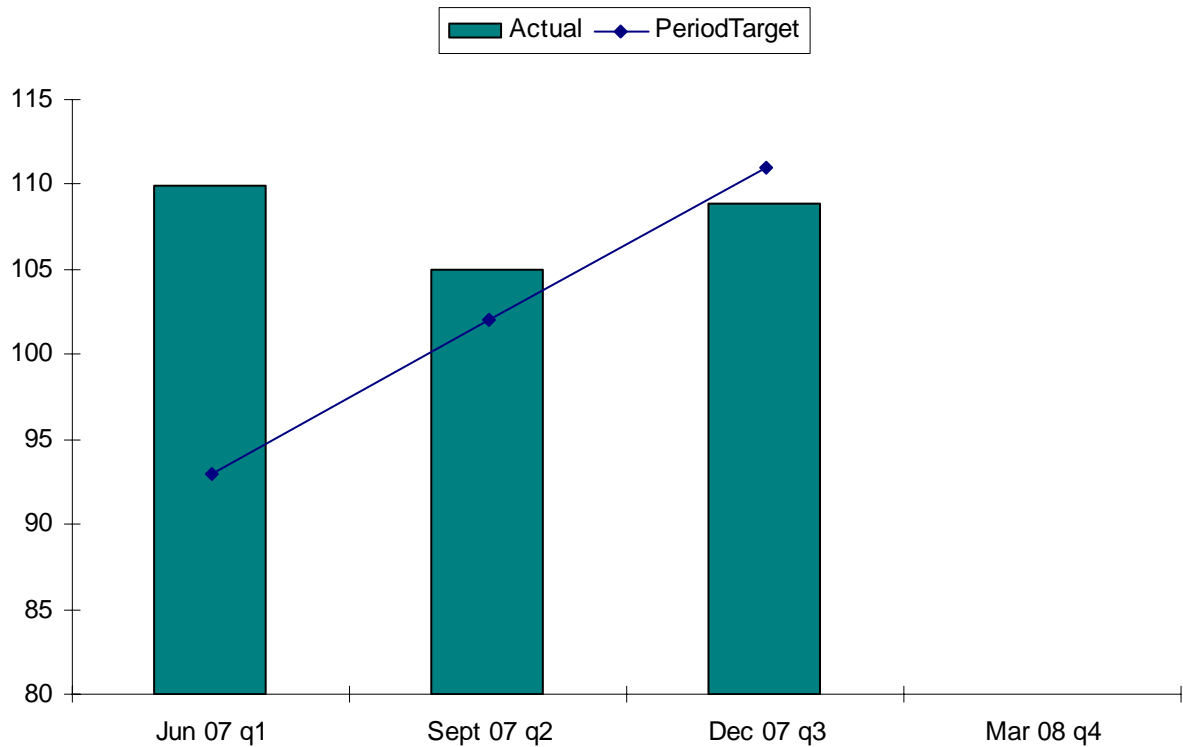
Managers are regularly monitoring performance

**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**

Managers are regularly monitoring performance

**Timescale for completion**

Ongoing

