

CABINET

REPORT OF: Corporate Head of Partnerships & Improvement

REPORT NO: POI 44

DATE: Monday 8th March 2010

TITLE:	Priority Actions & Performance Progress Report – to end of Quarter 3 (end of December 2009)	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Ray Auger: Access and Engagement	
CONTACT OFFICER:	Sam Selby, Performance Management Officer, Performance Management & Engagement	
INITIAL IMPACT ASSESSMENT: Equality and Diversity	Not required	Full impact assessment Required: No
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS		

1. RECOMMENDATIONS

That Cabinet notes the progress made on delivering the council's key priority actions, the performance highlights and exceptions, and the steps being taken to address below target performance following the third quarter of 2009/10.

2. PURPOSE OF THE REPORT

As part of our performance management arrangements the Cabinet has agreed a number of performance measures and key actions to help assess and monitor our progress against each of the priority themes (Customer First, Good for Business, Quality Organisation and Quality Living).

This report shows the progress on actions and performance measures contributing towards the Good for Business priority for this year up to the end of December.

Appendices section of this report shows the key actions and performance measures for each of the councils Priorities.

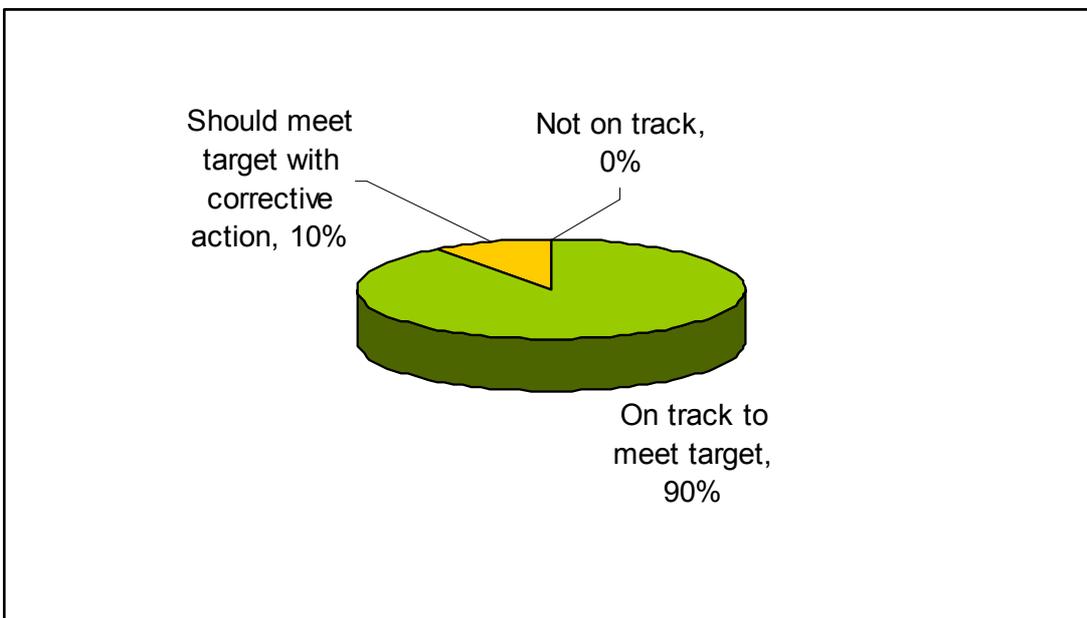
3. DETAILS OF REPORT

Good for Business

The aim of the Good for Business priority theme is to work in partnership to promote the growth of local businesses and develop the economy in our district.

Detailed below are the 21 key projects/actions which are currently being delivered to contribute towards this priority.

As shown, 19 of these are on track to achieve the expected outcome, 2 require a measure of intervention. The detailed progress of these actions can be seen in the appendices section of this report (page 10 onwards).



Key actions summary

Project/Actions to deliver the Good for Business Priority

- Key:**  On track to meet target
 Should meet target with corrective action
 Not on track

Status	Action Code	Title
	G4B 1.1	Assess and undertake land assimilation for development in Bourne town centre
	G4B 1.2	Facilitate the delivery of improvements within Bourne town centre
	G4B 1.3	Undertake land assimilation of key strategic sites in Grantham
	G4B 1.4	Facilitate the opening of new quality retail development within Grantham
	G4B 1.5	Agree a development brief for sites adjacent to Grantham rail station
	G4B 1.6	Agree a development brief for town centre retail sites
	G4B 1.7	Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham
	G4B 2.1	Adopt the LDF Core Strategy following Examination
	G4B 2.2	Publish the Site Specific Allocations and Policies Preferred Options for consultation
	G4B 2.3	Publish Grantham Area Action Plan Preferred Options
	G4B 2.4	Determine planning applications for new road route for new housing development
	G4B 2.5	Plan for integrated approach to infrastructure and service development needs aligned to project growth to 2026
	G4B 3.1	Develop and begin to implement an inward investment action plan focused on innovation and enterprise
	G4B 3.2	Support new business sectors through the development of business innovation centres
	G4B 3.3	Enable development of new high value office accommodation for up to 50 businesses
	G4B 3.4	Provide assistance, support or information to new business enquiries
	G4B 4.1	Carry out a business promotional campaign in partnership with key enterprise agencies
	G4B 4.2	Work with education and skills providers to increase participation in education & training to increase participation of 16 to 18 year olds
	G4B 4.3	Pay 80% of local businesses in 10 days
	G4B 4.4	Assist existing businesses with information, advice and support for development
	G4B 4.5	Develop and begin to implement a business improvement and support action plan to increase business confidence

Highlighted achievements:

- **Facilitate the delivery of improvements within Bourne town centre (G4B 1.2)**

Review of case for original plans near completion. Awaiting final outcome of retail study, and the need to take account of latest private sector developments around Bourne. Alternative development options in progress. Site acquisitions are now progressing.

- **Undertake land assimilation of key strategic sites within Grantham (G4B 1.3)**

The overarching relocation strategy covering all Growth Point projects has been approved by Growth Point Board. Initial negotiations for acquisition of key sites are underway.

- **Facilitate the opening of new quality retail development within Grantham (G4B1.4)**

The work on development briefs for key sites at Greyfriars and Wharf Place is now underway. The key milestones for the projects have been agreed.

- **Agree a development brief for sites adjacent to Grantham rail station (G4B1.5)**

Public consultation on the draft Development Brief closed on the 20th November. The issues raised in the consultation responses are currently being considered. Preparation of a report for on the adoption of the Development Brief by the council is underway.

- **Agree a development brief for town centre retail sites (G4B1.6)**

Work on development briefs now underway. The key milestones for the project have been agreed.

- **Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham (G4B1.7)**

Discussions with landowners and key stakeholders on taking forward the master planning work for both Urban Extensions continues to be progressed. Proposals for specialist support in the master planning for the Southern Quadrant have been evaluated. Preferred consultants have been appointed and programme of support underway.

- **Publish Grantham Area Action Plan Preferred Options (G4B 2.3)**

The first stage of the planning process is complete: the Sustainability Appraisal of the Area Action Plan has been completed with the publication of the Scoping Report. A revised programme of consultation is now being drafted.

- **Determine planning application for new road route for new housing development (G4B 2.4)**

Support for master planning work has now been secured and began is beginning in January 2010. Road route options have been designed and are under discussion with key partners.

 **Exceptions not on track:**

- **Provide assistance, support or information to new business enquiries (G4B 3.4)**

The employer survey returns have been received and are undergoing analysis, although there has been a short delay as a result of changes in staff personnel to the survey returns being completed, which has meant that a delivery target date has been exceeded. A service level agreement has been drafted for business start up workshops through 2010/11 and the procurement process is underway.

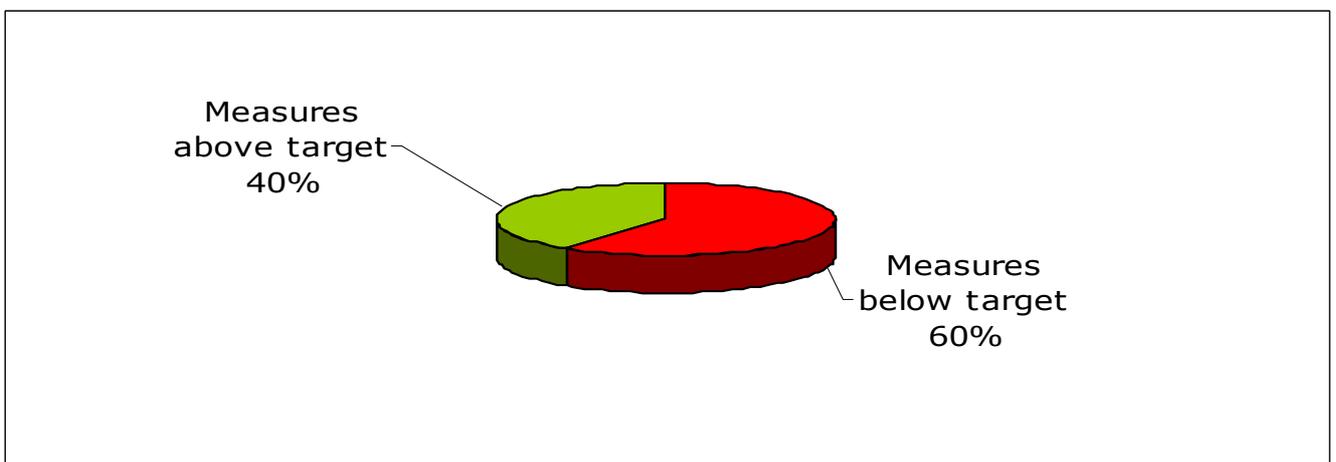
- **Develop and begin to implement a business improvement and support action plan to increase business confidence (G4B 4.5)**

A partnership working group is now established with Lincolnshire County Council to promote inward investment in South Kesteven, although work around this has not progressed to schedule following staff changes. Initial drafts of Grantham Growth promotional material have been produced. The 2010 Business to Business event is being planned with a focus on inward investment and business support.

Performance Measures Summary

Detailed in the following tables and graphs are 6 key performance measures which contribute towards the Good for Business priority.

As shown on the table, 2 of these measures are on target to achieve the expected result however 3 measures are currently not on track to meet their expected result



Progress on key performance measures for April to December 2009

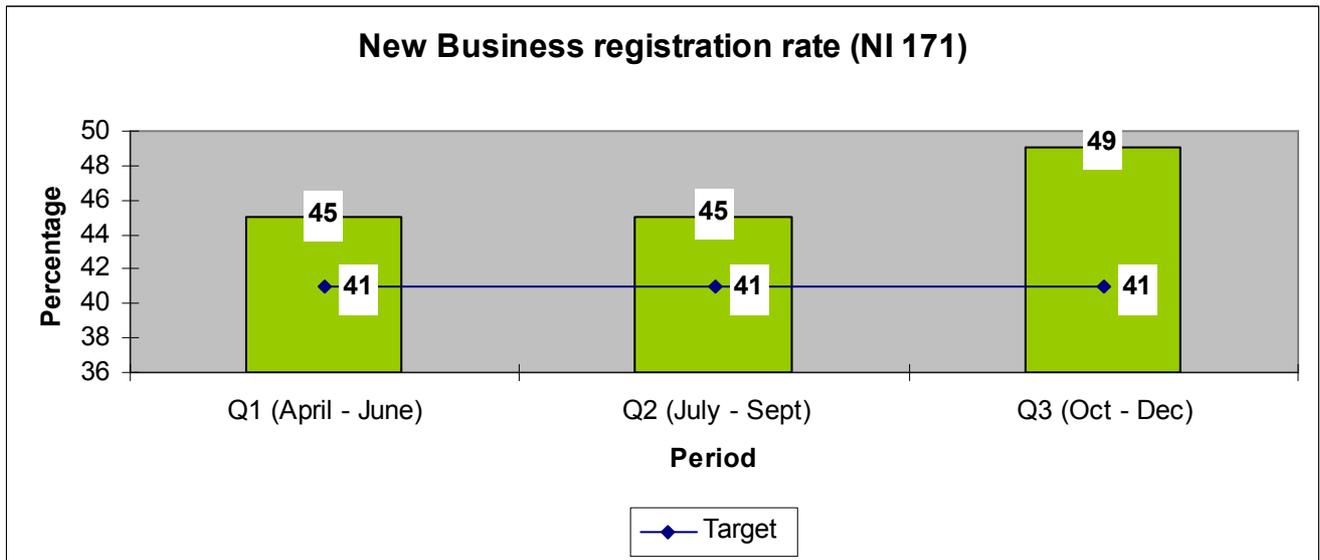
	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years
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	Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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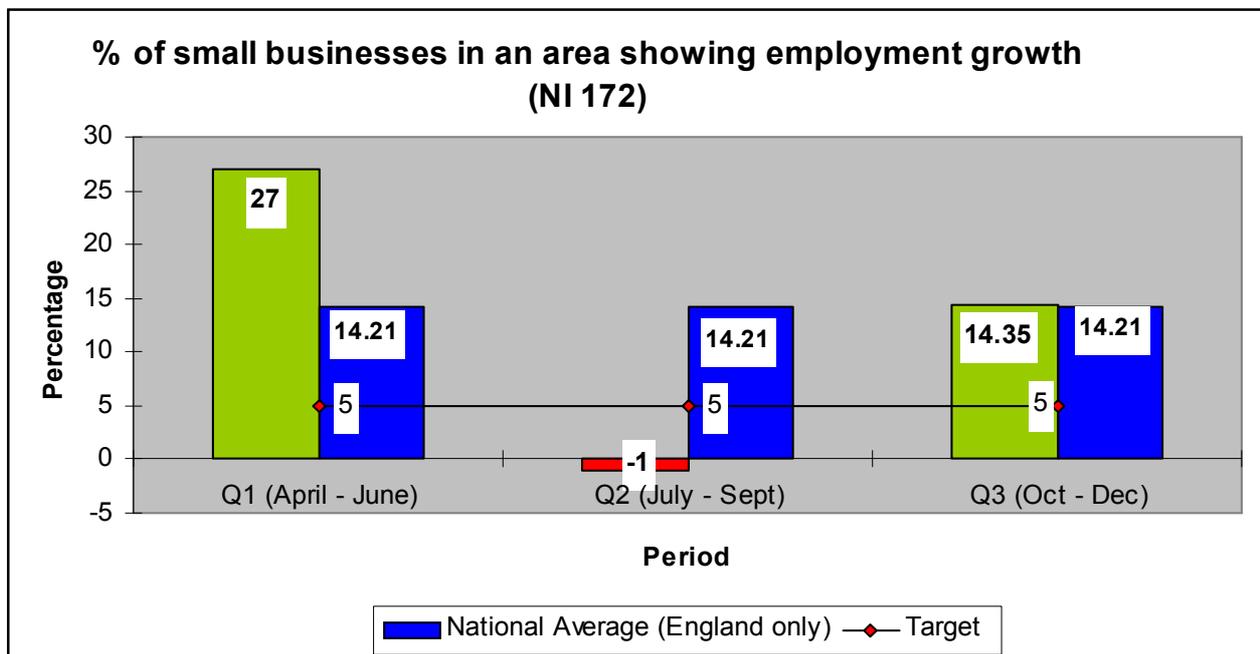
Status	Code & Short Name	Q1 2009/ 10		Q2 2009/ 10		Q3 2009/ 10		2009/ 10 Annual Target	2008/0 9 Results	2008/09 Annual Target
		Result	Target	Result	Target	Result	Target			
	SK267 % of local suppliers paid within 10 days or less from receipt of invoice	87.65%	87%	85.84%	87%	85.95%	87%	87%		
	SK279 Value of NDR collected against forecast	£12,745,002	£12,552,469	£23,077,526	£23,009,038	£33,718,370	£33,962,357	£37,460,617		
	SK209 % of Non-domestic Rates Collected	33.41%	32.85%	60.48%	60.22%	88.39%	88.88%	98.20%	97.50%	98.60%
	NI 172 Percentage of small businesses in an area showing employment growth	27.0%	5.0%	-1.0%	5.0%	14.35%	5.0%	5.0%	27.0%	2.0%
Data Only	NI 151 Overall Employment rate (working-age)	79.9%		78.8%		78.4%			79.1%	
	NI 171 New business registration rate	45.0	41.0	45.0	41.0	49.0	41.0	41.0	45.0	41.0

Highlighted achievements

Note: Red, Green and ambers are based on the quarters performance against target.

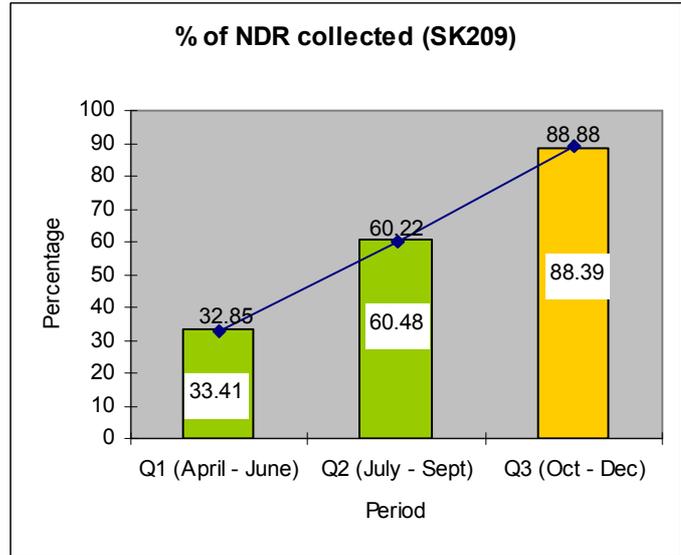
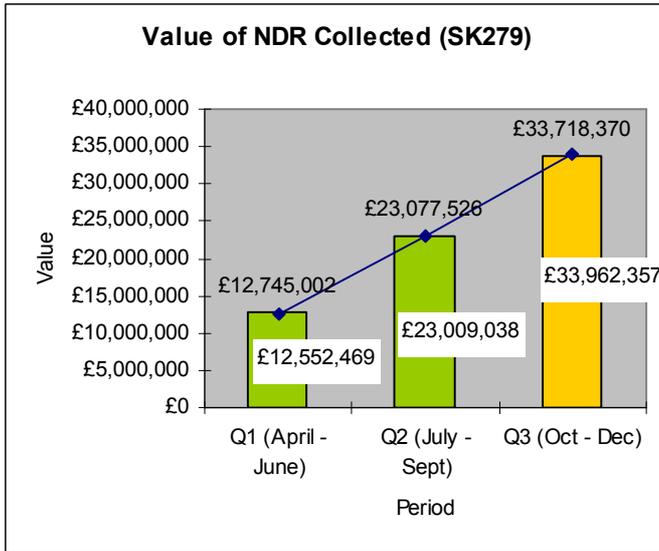


New Business registration rates have increased in the South Kesteven area despite the fact we are in a recession. Despite this compared to national results this is bottom quartile performance (49.55% - top quartile 69.2%)



Our current results place us just above the national average and comparing ourselves against other councils we fall into the top quartile (13.80%).

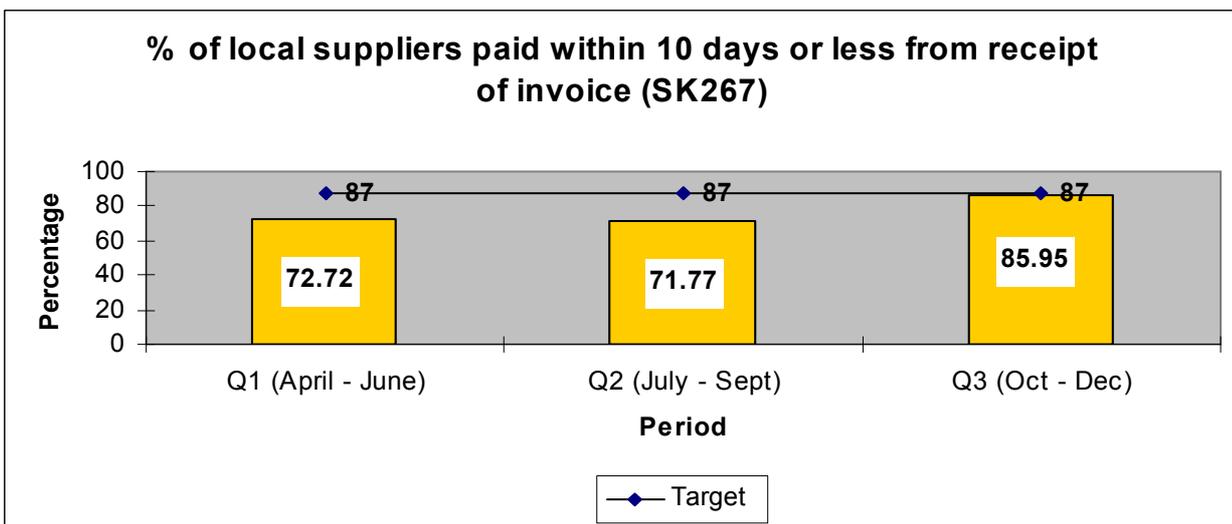
Measures that are performing below target



The collection rate is down by approximately £250,000. The shortfall is a result of two factors:

- 1) Around £180,000 of the 2009/10 business rates due has been deferred to 2010/11 under the Governments deferment rules for 2009/10.
- 2) A small number of businesses have arrears totalling £130,000 in respect of the financial year 2009/10.

The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.



The Council is committed to paying local suppliers and businesses promptly in order to assist with their cash flow management during these difficult economic conditions. This commitment has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of will be undertaken to facilitate a more efficient processing time of local supplier invoices. The quarterly performance has been performing just below tolerances all year, but has shown an improvement in during quarter 3.

Details of each priority's key performance measures against their targets and progress made on priority actions can be found in the appendices (page 10 onwards).

4. RESOURCE IMPLICATIONS

There are no resource implications to this report. Any actions detailed to address performance will be met within existing resources.

5. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

Data Quality is a factor in Corporate Area Assessment (CAA), and impacts on how we handle our data across the council at all levels and not just within performance management.

As part of our current Data Quality procedures within performance management all service managers are required to complete a year-end sign-off document for all measures. Within this document service managers must stipulate what Data Quality checks have been carried out for the measures within their service area and provide evidence to support this process. Once this has been completed the data inputter, service manager and corporate head are asked to formally sign off the document, which is then forwarded to the Performance Management team.

6. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

None to report.

7. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications directly arising from this report.

8. COMMENTS OF SECTION 151 OFFICER

I have no specific financial comments to make in respect of this report. From a governance perspective I welcome the production of the report and members are invited to scrutinise performance where appropriate.

9. COMMENTS OF MONITORING OFFICER

This report is made to Cabinet to inform it of the progress being made on the performance measures relating to priority action plans. This is a new format for reporting performance.

Appendices – Detailed Tables of Key Priority Actions

Customer First

Key:  On track to meet target  Should meet target with corrective action  Not on track

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 2.1	Develop an improved compliment/complaints/comments process to enable customers share their experience of our services	<p>Progress: A new customer feedback system has been fully implemented throughout the council. Initial results have been analysed and a need for further training has been agreed.</p> <p>Actions being taken: Further training will be provided during January.</p>	31 Mar 2010	Clare Boswell; Sharon Yates
	CF 2.2	Improve consultation process (in accordance with consultation toolkit) with customers.	<p>Progress: A variety of consultations have been carried out during this year. A summary of consultations and improvements, decisions and outcomes which have been made as a result of customer engagement is currently being compiled.</p> <p>Action being undertaken: Currently undertaking a review of consultations undertaken and decisions and outcomes which have been made for the authority overall.</p>	31 Mar 2010	Sharon Yates
	CF 2.3	Identify customer needs in order that they can access a range of Council and other public sector services in one place	<p>Progress: Understanding our customers and learning from feedback has been built into the learning plan for 2010.</p> <p>ACTION BEING TAKEN: Consultation with customers for their preferred access options through the online-customer-panel and other surveys anticipated for completion by 31 March 2010.</p>	31 Mar 2011	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 3.2	Develop a programme to capture and measure 'avoidable contact' across all services	Progress: Initial avoidable contact reports to be sent to internal teams early in the new year by the end of February. It is anticipated the programme will continue to be developed in 2010/11 and so a new action due date of 31 July 2010 is proposed.	31 Mar 2010	Clare Boswell
	CF 4.1	Develop 'fit for purpose' joint customer access arrangements with partners (including the County Council) in Bourne and Stamford	Progress: In-principle agreement reached in respect of Bourne Community Access Point (CAP) project. An outline proposal to maximise the use of the building to meet the needs of the customer has been agreed and will be formally agreed in ACTION BEING TAKEN: More detailed plans being developed early in 2010.	26 Feb 2010	Clare Boswell
	CF 4.2	Introduce a quality customer experience at all customer services centres	Progress: We intend to use consultation with external customers early in the new year to identify what qualifies as 'quality experience' in the eyes of the customer. From the results, we will determine an appropriate action plan.	31 Mar 2011	Clare Boswell

Detailed Tables of Key Performance Measures for Customer First

	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years	↑	Improved performance against previous quarter and/or previous years results	↓	Performance is below previous quarter and/or previous years results	↔	No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target					Results		
↓	SK245 % of customers that found what they were looking for on the website	78%	60%	70%	60%	68.53%	60%	60%						
↓	SK249a % of customers overall satisfaction with the website	78%	80%	69%	80%	65.03%	80%	80%						The newly designed website was launched on 18 November. Consultation analysis shows an improving trend of customer satisfaction between November and December.
Data Only	SK271 % increase in benefit claims overall	3.07%		1.89%		1.81%								A 1.81% increase in benefit claims during this quarter represents 270 new claimants who have become entitled to receive Housing or Council Tax Benefit. Many more claims have been processed that resulted in no entitlement to benefit. These claims are not included in this total.
Data Only	SK272 % increase in benefit claims from Private Tenants	6.01%		5.96%		4.45%								A 4.45% increase in private tenant benefit claims during this quarter represents 147 new claimants who have become entitled to receive Housing benefit. This shows the increase in the private rented sector claims is still significantly higher than the increase in other claim types.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
Data only	SK273 % increase in benefit claims from Local Authority Tenants	1.8%		0.15%		0.15%								A 0.15% increase in council tenant claims during this quarter represents 6 new council tenants (households) who are now receiving housing benefit. This shows an increase is much lower than in the private rented sector which reflects the current pressure on households within the home owner/ private rented sector.
Data only	SK274 % increase in benefit claims from Council Tax Benefit recipients	3.24%		1.57%		1.26%								A 1.26% increase in council tax benefit claimants represents 109 additional claimants (households) receiving council tax benefit at the end of this quarter.
Data only	SK275 Number of days taken from end to end turn around time for a new benefit claim	31.68		32.3		28.88								The average end to end time for this quarter has reduced to 28.88 days. This has been supported by an overall reduction in the amount of outstanding work within the department.
Data only	SK276 Number of days taken to process a "change of circumstances"	9.31		7.56		6.53								The average change of circumstances end to end processing time for the 3rd quarter of 2009/10 is showing a further improvement on the previous quarter. This steady improvement in performance is being achieved against an increasing benefit workload. The new way of providing the service at Grantham, using the lean systems approach, has enabled the service to meet the increase in workload to date. Pressure on the service will continue to rise in the foreseeable future even as the economic climate improves.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
Data only	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer	44.0%		21.5%		11.0%			12.925	21	28.6	30.0%		<p>PROGRESS: We can see an improvement in the rating over the previous 2 quarters of the year. Only 11% of contacts counted within Customer Services during Q3 were classed as Avoidable; approximately half of these reports relate to missed bin collections. The year-to-date figure equates to 17%; this is skewed by the first quarter reporting.</p> <p>ACTION BEING TAKEN: Reporting planned for January/February will enhance service teams opportunity to improve service further.</p>
↔	SK136b % of calls answered within 28 seconds (YTD)	79%	85%	72%	85%	76%	85%	85%				74%	85%	<p>PROGRESS: This quarter has seen some improvement in the speed of response to incoming calls. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>
↔	SK135b % of contacts offered that were abandoned (YTD)	6%	5%	5%	5%	6%	5%	5%				8%	5%	<p>PROGRESS: We are running very slightly below target for calls answered, at 94.4%. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	SK26b % calls answered (lines in the CSC only) (YTD)	94%	95%	95%	95%	94%	95%	95%				92%	95%	<p>PROGRESS: We are running very slightly below target for calls answered, at 94.4%. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>

Good for Business

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 1.1	Assess and undertake land assimilation for development in Bourne town centre	Progress A non-key decision is being prepared to procure a key town centre site with the Bourne Core Area.	31 Dec 2009	Liz Banner
	G4B 1.2	Facilitate the delivery of improvements within Bourne town centre	Progress Review of case for original plans near completion. Awaiting final outcome of retail study, and the need to take account of latest private sector developments around Bourne. Alternative development options in progress. Site acquisitions are in progress.	31 Mar 2011	Simon Wright; Karen Sinclair
	G4B 1.3	Undertake land assimilation of key strategic sites in Grantham	Progress Overarching relocation strategy covering all Growth Point projects has been approved by Growth Point Board. Outcome of achievements/actions being taken to address below target performance Initial negotiations for acquisition of key sites underway.	31 Mar 2013	Simon Wright; Karen Sinclair
	G4B 1.4	Facilitate the opening of new quality retail development within Grantham	Progress Work on development briefs for keys sites at Greyfriars and Wharf Place is now underway. Outcome of achievements/actions being taken to address below target performance Key milestones for the project agreed.	31 Mar 2010	Simon Wright; Karen Sinclair
	G4B 1.5	Agree a development brief for sites adjacent to Grantham rail station	Progress: Public consultation on the draft Development Brief closed on the 20th November. The issues raised in the consultation responses are currently being considered. Outcome of achievements/actions being taken to address below target performance: Preparation of report on adoption of Brief underway.	31 Mar 2010	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 1.6	Agree a development brief for town centre retail sites	Progress Work on development briefs now underway.	31 Mar 2015	Simon Wright; Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance The key milestones for the projects have been agreed.		
	G4B 1.7	Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham	Progress: Discussions with landowners and key stakeholders on taking forward the master planning work for both Urban Extensions continues to be progressed. Proposals from consultants to provide specialist support in the master planning for the Southern Quadrant have been received and evaluated.	31 Mar 2015	Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance: Preferred consultants have been appointed and programme of support underway.		
	G4B 2.1	Adopt the LDF Core Strategy following Examination	Progress: Examination hearing sessions are due to commence on 19th January 2010. Outcome of achievements/actions being taken to address below target performance: Additional evidence base work around the viability of affordable housing has been completed to address issues raised by the Examination Inspector on this matter.	30 Sep 2010	Karen Sinclair
	G4B 2.2	Publish the Site Specific Allocations and Policies Preferred Options for consultation	Progress: The consultation on suggested development sites ended on the 4th December and the comments received on the individual sites are now being considered. Outcome of achievements/actions being taken to address below target performance: Work on preparing a preferred options for future development document is underway.	31 May 2010	Karen Sinclair
	G4B 2.3	Publish Grantham Area Action Plan Preferred Options	Progress The first stage of the planning process is now complete: the Sustainability Appraisal of the Area Action Plan has been completed with the publication of the Scoping Report.	31 May 2010	Simon Wright; Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance Drafting of revised programme of consultation is underway.		
	G4B 2.4	Determine planning application for new road route for new housing development	Progress Support for master planning work has now been secured and is beginning in January 2010.	31 Aug 2009	Simon Wright; Stuart Vickers

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 2.5	Plan for integrated approach to infrastructure and service development needs aligned to project growth to 2026	Progress Initial work has been undertaken as part of the preparation for the evaluation of the core strategy.	30 Nov 2009	Karen Sinclair
	G4B 3.1	Develop and begin to implement an inward investment action plan focused on innovation and enterprise	Progress Partnership working with Lincolnshire County Council to develop options for joint inward investment marketing is underway.	31 Dec 2009	Karen Sinclair
	G4B 3.2	Work with partners to support new business sectors through the development of business innovation centres	Progress Funding for Market Deeping secured. Funding bid for Need & Demand study for the Grantham site has been drafted in readiness for submission	31 Mar 2011	Teena Twelves
	G4B 3.3	Enable development of new high value office accommodation for up to 50 businesses	Progress The business incubation centre in the Deepings is currently under construction.	31 Dec 2009	Teena Twelves
	G4B 3.4	Provide assistance, support or information to new business enquiries	Progress Employer survey returns received and undergoing analysis. A Service Level Agreement has been drafted for business start up workshops through 2010/11 and the process is underway to procure these.	31 Mar 2010	Teena Twelves
	G4B 4.2	Work with education and skills providers to increase participation in education & training to increase participation of 16 to 18 year olds	Progress The Apprentice support scheme is up and running with 100 apprentices being given support to purchase items necessary for their professional training	31 Mar 2010	Teena Twelves
	G4B 4.3	Pay 80% of local businesses in 10 days	Progress The Council is paying 86% of its local suppliers within 10 days which is above its target in an effort to support local business during the current economic climate.	31 Mar 2010	David Scott
	G4B 4.4	Assist existing businesses with information, advice and support for development	Progress Establish Develop Succeed workshops planned early in 2010 and Service Level Agreement being drafted and procurement process underway for 2010 - 2011 programme.	31 Mar 2010	Teena Twelves
	G4B 4.5	Develop and begin to implement a business improvement and support action plan to increase business confidence	Progress Partnership working group now established with Lincolnshire County Council to promote inward investment in South Kesteven.	31 Mar 2010	Teena Twelves

Detailed Tables of Key Performance Measures for Good for Business

Performance indicator is above current target and performing better than previous years	Performance indicator below current target or performing worse than previous years
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↑ Improved performance against previous quarter and/or previous years results	↓ Performance is below previous quarter and/or previous years results	↔ No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	SK267 % of local suppliers paid within 10 days or less from receipt of invoice	87.65%	87%	85.84%	87%	85.95%	87%	87%						The Council is committed to paying local suppliers and businesses promptly in order to assist with their cash flow management during these difficult economic conditions. This commitment has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of this will be undertaken to facilitate a more efficient processing time of local supplier invoices.
↑	SK279 Value of NDR collected against forecast	£12,745,002	£12,552,469	£23,077,526	£23,009,038	£33,718,370	£33,962,357	£37,460,617						Collection rate is down by approximately £250,000. The shortfall is a result of two factors: - 1) Around £180,000 of the 2009/10 NDR debit has been deferred to 2010/11 under Deferment rules for 2009/10. 2) Two large businesses have arrears totalling £130,000 for 2009/10. The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	SK209 % of Non-domestic Rates Collected	33.41%	32.85%	60.48%	60.22%	88.39%	88.88%	98.20%				97.50%	98.60%	Collection rate is down by approximately £250,000. The shortfall is a result of two factors: - 1) Around £180,000 of the 2009/10 NDR debit has been deferred to 2010/11 under Deferment rules for 2009/10. 2) Two large businesses have arrears totalling £130,000 for 2009/10. The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.
↑	NI 172 Percentage of small businesses in an area showing employment growth	27.0%	5.0%	-1.0%	5.0%	14.35%	5.0%	5.0%	13.80	13.02	12.21	27.0%	2.0%	
Data only	NI 151 Overall Employment rate (working-age)	79.9%		78.8%		78.4%			77.725	73.3	69.2	79.1%		
↑	NI 171 New business registration rate	45.0	41.0	45.0	41.0	49.0	41.0	41.0	69.2	57.1	49.55	45.0	41.0	

Quality Living

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 1.1	Aim to achieve 58% recycling/composting of household waste by March 2010 and 60% March 2012	<p>Progress</p> <p>The output of dry recycled waste has reduced over the past year, and this is thought to be because of the effects of the recession with less consumer spending resulting in less material to dispose of. This situation is mirrored in some other (but not all) local authorities although no specific pattern or rate of reduction can be identified. The reduction is, however, partly offset by increases in green waste although it will be March 2010 before the full effects of additional green waste bins recently delivered to the public are known. This year we have increased the number of green bins provided to customers resulting in around 26,000 customers having their compostable garden waste collected fortnightly. There was a slight upturn in the amounts of dry recycled material in November 2009, and a further upturn in December, but it is too early to judge whether this was because of increased publicity (SK Today with recycling feature delivered during November). Twin recycling/litter bins are now appearing on the district's streets to develop further the opportunities for the public to recycle, and street cleaning staff are separating material suitable for recycling at source. Twenty four schools have now opted into the recycling service and a further two have expressed interest. We are looking at the feasibility of extending this further.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>Recycling levels are currently running at 54.6% with the remainder currently being disposed of at landfill.</p>	31 January 2010	Pat Swinton

Action	Code	Title	Progress Update	Action	Service Mgr
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Status				Due Date	
	QL 1.2	Deliver ongoing education campaigns to raise residents awareness of waste minimisation and the opportunities to re-use and recycle waste	<p>Progress A programme is now being developed in partnership with PR, and the first public events were held in Grantham as part of the lead up to Christmas. A further event planned for Stamford was postponed due to adverse weather conditions, but will take place on 5th February. SK Today with a pull out recycling feature incorporating collection calendars was delivered during November. A poster competition has been launched with school children The council's web site now offers a wealth of advice on waste minimisation, re-use and recycling.</p> <p>Outcome of achievements/actions being taken to address below target performance A programme of educational visits to schools is planned to commence on 11th January 2010 to deliver the recycling message in a fun environment which children will be encouraged to take home to their parents. 36 schools have so far requested to be involved. Increased community awareness of the opportunities to reduce waste and recycle.</p>	31 Mar 2011	Pat Swinton
	QL 1.3	Support the delivery of objectives detailed in the Joint Municipal Waste Management Strategy for Lincolnshire	<p>Progress This is an ongoing issue and the Council is fully signed up to the Joint Municipal Waste Strategy. The strategy consists of 10 key objectives all of which dovetail into the Council's objectives and actions relating to the reduction, re-use and recycling of waste. Work on the evaluation of the efficiency of collection rounds, and the optimum location of waste transfer stations has now commenced. Data submitted to LCC has enabled the evaluation process to commence and first results should be available in early February. A report to consider proposed changes to the Council's current policies on aspects of the waste collection service will be considered by Cabinet in February 2010.</p> <p>Outcome of achievements/actions being taken to address below target performance The Council is working with other Lincolnshire authorities to achieve the Joint Municipal Waste Strategy objectives and targets. The overall recycling/composting target in Lincolnshire is 55% to be achieved by 2015. South Kesteven is making a positive contribution to the achievement of this collective objective.</p>	30 Nov 2009	Pat Swinton
	QL 2.1	Work with our local area agreement partners to develop a Climate Change Strategy for Lincolnshire	<p>Progress We are continuing to work with our strategic level partners at the Local Area Agreement (LAA) to develop a Lincolnshire wide strategy. However progress continues to be slow. A local climate change action plan will be developed during the early part of 2010/11 to promote reductions in the community. This action plan will be integrated with the Lincolnshire wide strategy when it is completed.</p> <p>Outcome of achievements/actions being taken to address below target performance A senior management action group at the LAA has been formed to specifically write an overarching strategic document to address all climate change issues. More detailed work will be carried out between January and March 2010.</p>	31 Dec 2009	Mike Brown

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 2.2	Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures	<p>Progress</p> <p>We are working in partnership, through the Local Strategic Partnership (LSP) and Ground works, to undertake a community based survey to gain an understanding of the public's perception & support needs on climate change. This is scheduled to start in January 2010 with completion in March 2010. The council's website continues to be updated with climate change information & advice.</p>	31 March 2010	Mike Brown
	QL 3.1	Work with local authorities, primary care trusts, emergency services & other partners to identify key risks presented by flood & heat wave events	<p>Progress</p> <p>The Council is working with Lincolnshire partners on this task. The baseline assessment of weather events across the county has been completed and is now progressing to look in more detail at priority issues/services.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>This information will be used to assess the likely impact on individual services and enable plans to be developed to shape emerging strategies and influence service delivery.</p>	31 March 2010	Mike Brown
	QL 3.2	Identification and protection of existing habitats and the development of new ones to improve bio-diversity	<p>Progress</p> <p>Brief for specialist advice has been prepared to commission the completion o a survey of habitats within the district.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>Appointment of consultants underway</p>	31 March 2011	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 4.1	Ensure that 90% of our streets and public spaces and public spaces meet or exceed acceptable standards in terms of litter	<p>Progress Cleaning standards remain high and the public satisfaction rate at 68% is marginally higher than the average of all Lincolnshire authorities (67.2%), but marginally lower than SKDC sister authorities (68.6%). Changes made in 2008/9 to the balance between planned and reactive sweeping and cleansing work patterns have proved to be successful. The Street Scene service has identified two fly-tipping hotspots in the Grantham area and has responded by making more frequent visits to these areas to remove tipped waste. Where possible evidence is being gathered to support subsequent advisory and enforcement action. Staff are equipped with graffiti removal kits and paint to deal with problems when spotted. Data on number and nature of complaints about the service is now being collected and this will enable a regular management information report to be prepared to highlight areas for specific action.</p> <p>Outcome of achievements/actions being taken to address below target performance Activity to date has resulted in improvements to the performance indicators measuring levels of litter and detritus. During the period April to December 2009, 21 incidents of graffiti were reported although some of these were not actioned as they were on private land.</p>	31/10/09	Pat Swinton
	QL 4.2	Work with the Police and other agencies to reduce the % of residents who feel that anti-social behaviour is a problem at night in town centres	<p>Progress Street Wardens have been employed during the run up to Christmas. Operating in pairs in Grantham and Stamford, they have been used to offer advice and assistance to individuals who may be vulnerable due to drink/drugs. Specific operations involving the community safety team have also taken place during November and December (Drug testing/test purchase to underage persons/Anti Social Behaviour roadshow) This has also been supported by a media campaign , informing the public that measures are being implemented to provide a safer environment.</p> <p>Outcome of achievements/actions being taken to address below target performance These projects increased community confidence and raised the profile of Local Authority officers and Police working together.</p>	31/03/10	Mark Jones

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✔	QL 4.3	Deliver multi agency advice & assistance on targeted geographical hot-spots at increased risk or crime & safety incidents through a "hot streets" project	<p>Progress The first multi agency 'hot streets' project was conducted in the autumn of 2009. The area of action was within a residential setting in Grantham town centre and involved local authority community safety, street scene, contracts monitoring and council members working alongside Lincolnshire Police and Fire and Rescue. Problems were discussed directly with the residents of the target area and interventions took place to the satisfaction of all concerned. Further areas for action have been identified and have been discussed at Joint Agency Meetings (JAM's) if appropriate they are then dealt with as part of a multi service/agency response.</p>	31/03/10	Mark Jones
			<p>Outcome of achievements/actions being taken to address below target performance Faster more co-coordinated response to issues that affect the lives of our residents, preventing the situation escalating thereby reducing the possibility of these matters reaching the media.</p>		
✔	QL 4.4	Work with partners to provide a series of events showcasing cultural traditions and providing opportunities for people from diverse groups to learn more about each other	<p>Progress A multi agency Community Cohesion theme group has been established across the Community Safety Partnership area. The group has commissioned a Community Mapping report to establish the make up of the communities of South Kesteven which highlights areas to target and spotlights gaps in the provision of services and facilities. The group is now putting together a delivery plan of activities which currently includes the development of a multi-cultural DVD created by young people from diverse backgrounds, a community arts project bringing people together in celebration which will culminate in a showcase event to coincide with Stamford and Grantham carnivals and a Meet the Nations event in Wyndham park around traditional crafts and cuisines of many of the nationalities now resident of South Kesteven.</p>	30/06/10	Mark Jones; Carol Drury; David Popple
			<p>Outcome of achievements/actions being taken to address below target performance Working group established, actions being developed, foundations being put in place for events to take place 10-11</p>		

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL4.6	Help to facilitate diversionary activity and education for children and young people	<p>Progress The fairplay football project scheduled for September in the Deepings was deferred to February 2010 as resources and staff capacity would not allow for 2 projects to be run at the same time. Planning for the Deepings project is complete and it will start on 26th February, after the school half term. Venue is the Deepings school/Leisure Centre on the astro turf pitch. The project will be held on Friday nights and last for 8 weeks. Participants to be identified by youth services and neighbourhood policing teams. It is proposed to hold a final between the winners of the Deepings project and the winners of the Grantham fairplay football project. Anti-social behaviour incidents will be monitored during the project to assess its impact.</p> <p>Outcome of achievements</p>	31/03/10	David Price; Mark Jones
	QL 5.1	Engage with developers and registered social landlords to assist in continual improvement to the delivery of affordable homes in the district	<p>Progress 110 new affordable housing units have been delivered to date this year. Affordable housing schemes currently being built are expected to result in annual target of 150 new affordable units being exceeded.</p> <p>Outcome of achievements/actions being taken to address below target performance Development of future approach to working with developers and Registered Social Landlords is tied into review of strategic housing role and approval of updated Housing Strategy. Draft Housing Strategy has been finalised for approval in January 2010.</p>	31 Dec 2009	Karen Sinclair
	QL 5.2	Adopt a policy to support negotiation of an appropriate level of intermediate & affordable housing on proposed new housing developments at planning application	<p>Progress The examination of the Core Strategy is due to commence on the 19th January 2010. Additional evidence base work around the viability of affordable housing has been completed to address issues raised by the Examination Inspector on this matter.</p> <p>Outcome of achievements/actions being taken to address below target performance Adoption of Core Strategy delayed due to Inspector's timetable, which is out of our control.</p>	31 Mar 2010	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 5.3	Review how we can assist householders on improving energy efficiency of their homes	<p>Progress Progress on this task has been delayed by a number of factors including progress with the pan-Lincolnshire affordable warmth strategy and completion of the detailed analysis of the private sector housing stock condition survey. The delay in completion of this task has not impacted on operational delivery of advice and assistance. In addition households in the Grantham Growth point project areas have been targeted with information on improving the energy efficiency of their homes.</p> <p>Outcome of achievements/actions being taken to address below target performance The review will be completed by the end of June 2010 once all key data has been received and analysed.</p>		
	QL 5.4	Provide advice and where appropriate grant assistance to improve the condition or fuel efficiency of at least 260 privately owned homes each year	<p>Progress In the nine months to December 2009 we have assisted 665 vulnerable households</p> <p>Outcome of achievements/action being taken to address below target performance SKDC Building Control (BC) officers are completing property surveys to reduce the existing waiting list. Another 30 properties have had surveys and are being progressed as regards improvements. 3 further BC officers have also received appropriate training to provide more capacity. There will likely be some slippage against our original spending plans as regards giving financial assistance; we will however reach the overall target of 260 as we have been able to work with the energy companies and Warmfront to ensure many homes are receiving advice and in most cases assistance in the form of new central heating and insulation.</p>	31 Dec 2009	Kev Martin
	QL 5.5	Deliver a programme of improvement work to SKDC's own housing stock to improve energy efficiency	<p>Progress Following configuration to the system and final results, the decent homes figure is now 66% decent with 34% homes currently being non-decent. Programme modelling is now commencing in order that work programmes can be prepared for the next financial year.</p>	31 Dec 2009	Liz Banner
	QL 5.6	Pilot renewable energy technology initiatives in Council owned housing stock during 2009/10 to inform our future investment programmes	<p>Progress The first air source heat pump has now been installed and works are progressing in order to install the ground source heat pumps.</p>	31 Mar 2010	Liz Banner
	QL 5.7	Adapt a minimum of 700 homes to enable disabled or older people to live independently each year	<p>Progress 523 HRA properties have been adapted to date and all occupational therapy recommendations are in progress. 100 referrals have been received for adaptations to private sector properties, since the beginning of this year 76 of these properties have been completed.</p> <p>Outcome of achievements Enhanced lifestyle for our customers improving the opportunity to remain at home.</p>	31 Mar 2010	Liz Banner Kev Martin

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 6.1	Utilise funding provided via the Primary Care Trust to enable provision of advice on health and obesity	<p>Progress The outreach play project funded by Big Lottery is continuing and has provided 3 play days so far this year with 300 participants, 2 further Play days are proposed up to end March 2010. Further funding of £63,459 has been received from the DCSF Play Builder programme. Exercise on Referral for adults is progressing with 43 patients who are currently taking part in the scheme. To date there has been a 100% completion of the 12 week programme. There are now 15 GP practices signed up and referring patients to the programme. Kids Fit delivery planning completed 16 physical activity advisors to be trained on the 21st & 22nd December 2009. Wii R Fit planning completed first session is planned for late January 2010.</p>	31 Mar 2010	Liz Banner; David Price
	QL 6.2	Deliver targeted advice to food business with 1 star or less to ensure all businesses meet at least minimum standards	<p>Progress Initial survey visits to 34 businesses currently identified as scoring 0-1 star are underway and it is anticipated these will be completed by end December. These surveys have confirmed to businesses that additional inspections will be carried out between January and March 2010, and that a review of hygiene ratings will be made. In addition the surveys have sought to identify barriers to compliance that business may have so that these can be addressed. It is intended to publish the outcome of the project in early April 2010.</p>	31 Mar 2010	David Price
	QL 6.3	Work with Lincolnshire partners to develop and deliver a county wide Cultural Strategy	<p>Progress Consultation period now closed. First draft posted on Lincolnshire.gov.uk. Action Plans now being developed for 28 January 2010.</p> <p>Outcome of achievements/action being taken to address below target performance Approval of Cultural Strategy expected at meeting of LCC full council on 5th May 2010</p>	31 Mar 2010	David Popple

Detailed Tables of Key Performance Measures for Quality Living

Performance indicator is above current target and performing better than previous years	Performance indicator below current target or performing worse than previous years	↑	Improved performance against previous quarter and/or previous years results	↓	Performance is below previous quarter and/or previous years results	↔	No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
↑	SK322 Actual rent collected against rent debtor	£4,673,334	£4,606,000	£10,198,423	£9,918,000	£14,789,269	£14,318,000	£19,630,000						Amount of rent collected is ahead of target
↑	SK323 % Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	89.32%	86.22%	94.54%	89.96%	97.30%	94.14%	98.08%				97.91%	98.90%	Collection is ahead of target
↓	SK278 Value of Council Tax collected against forecast	£17,002,134	£17,093,988	£33,058,800	£33,197,079	£49,090,749	£49,434,582	£55,991,649						Council Tax collection is again down on target (approx £344,000). The downward trend indicates that the increase in unemployment and the difficult economic conditions locally are having an effect on council tax collection. Actions - Recovery and Enforcement action is continuing as planned during last quarter of 2009/10, and the recovery timetable is being reviewed for 2010/11 to ensure that arrears are identified and dealt with earlier, so that council tax payers are not left facing large arrears.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↓	SK208 % of Council Tax collected	29.91%	29.98%	58.08%	58.40%	86.36%	87.10%	98.50%				98.20%	98.60%	Council Tax collection is again down on target (approx £344,000). The downward trend indicates that the increase in unemployment and the difficult economic conditions locally are having an effect on council tax collection. Actions - Recovery and Enforcement action is continuing as planned during last quarter of 2009/10, and the recovery timetable is being reviewed for 2010/11 to ensure that arrears are identified and dealt with earlier, so that council tax payers are not left facing large arrears.
↑	NI 191 Residual household waste per household	104	106	204	213	301	314	418	512	571	661	418	426	At the end of this period we anticipated that each household would produce an average of 314kg of waste but they only produced 301 Kg so our objective of reducing the amount of waste per household sent to landfill is being achieved and exceeded

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target					Results		
	NI 192 Percentage of household waste sent for reuse, recycling and composting	55.1%	58%	56.6%	58%	54.6%	58%	58%	43.18%	36.74%	29.91%	54.20%	55%	<p>There has been a general reduction in the amount of dry waste people have recycled in the third quarter. This is thought to be due to the recession, as people are not buying as much and therefore not throwing away as much. It has been partly offset, however, by an increase in green waste. This reduction is reflected in other authorities too. Of a sample of 8 authorities, 6 are experiencing a similar drop. In addition the bring recycling sites were removed by the council during the year and this contributed to the reduction</p> <p>ACTION BEING TAKEN Include more information on the web site, working with schools to carry the recycling message to parents, offering recycling from those schools that lost the facility with the withdrawal of bring sites, articles in SK Today</p>
	NI 195a Improved street and environmental cleanliness: Litter			1%	2%	1%	2%	2%	3%	5%	8%	2%	5%	This based on 1% of transects surveyed between August and November which fell below the acceptable level for litter.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	NI 195b Improved street and environmental cleanliness: Detritus			3%	3%	5%	3%	3%	6%	10%	15%	3%	8%	The number of areas where levels of detritus were unacceptable has gone up from 3% in July 09 to 5% in November 09
	NI 195c Improved street and environmental cleanliness: Graffiti			0%	1%	0%	1%	1%	1%	2%	4%	0%	0%	
	NI 195d Improved street and environmental cleanliness: Fly-posting			0%	1%	0%	1%	1%	0%	0%	1%	0%	0%	
	NI 154 Net additional homes provided	106	170	231	340	358	510	680	695	473	273.5	653	400	This indicator is a data measure as performance is measured against the annualised strategic housing requirement set out in the East Midlands Regional Plan of 680 dwellings. The number of new dwellings completed during the third quarter was down on the corresponding period in 2008/09 and overall the cumulative number of completions is down on the apportioned target for completions for this point in the year. However, two housing schemes have been successful in attracting Homes and Communities Agency Kickstart funding, which will see the completion of 120 units by March 2010, and a further 3 schemes have been shortlisted for the detailed assessment stage under round 2 of Kickstart.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
	NI 155 Number of affordable homes delivered (gross)	34	26	66	54	110	99	150	225	110	50	289	150	Schemes currently under construction should enable the annual target of 150 dwellings to be achieved by the end of March 2010. The impact of the economic slowdown has, however, become more evident recently and this coupled with delays on some earmarked sites will provide challenges as we move into 2010/11.
	NI 156 Number of households living in temporary accommodation	31	47	25	40	19	33	25	13	29.5	77.75	54	75	Continued joint working between Tenancy Services and Housing Options has enabled the number of households in TA to be reduced further
	NI 159 Supply of ready to develop housing sites	153%	100%	153%	100%	153%	100%	100%				153%	90%	Good performance is measured where the percentage is 100% or greater with 100% equalling 5 years housing land supply. The deliverable housing land supply in the District currently stands at over 7.5 years, equivalent to 153%.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
Data only	NI 15 Serious violent crime rate	.10		.13		0.20						.30		This quarter has seen a continued reduction in serious violent crime. There has been a reduction of 23% (5 offences) reduction in violent offences compared to the first six months 08-09, with the County average seeing a reduction of 2.3% (3 offences) for the same period. This is a priority for the Community Safety Partnership; the community safety team are fully engaged with the police and other partners in order to deal with this matter.
Data only	NI 16 Serious acquisitive crime rate	1.93		3.79		5.52						9.61		Incidents of acquisitive crime leveled out during this quarter, with a 24% (226 offences) reduction in offences compared to the first nine months 08-09, with the County average seeing a reduction of 8.5% (455 offences) for the same period. This is a priority for the Community Safety Partnership, the community safety team are fully engaged with the police and other partners and will continue address this matter.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
↓	NI 20 Assault with injury crime rate	1.35	1.17	2.79	2.32	4.18	3.48	4.64				4.97		This quarter has seen an increase in offences, with the year to date figure being 10.8% (54 offences) higher than the same period 08-09. It is not anticipated that the year end target will be achieved. partners will however, continue with the prevention methods currently in place in order to impact upon the current trend. There is also a similiar trend at a County level with the current figure being 6.8% (186 offences) higher than the same point in 08-09. This may be due to a change in the recording criteria for this type of crime, further analysis will be required to confirm this. This is a priority for the Community Safety Partnership, the community safety team are fully engaged with the police and other partners in order to deal with this matter.

Quality Organisation

Key:  On track to meet target  Should meet target with corrective action  Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 1.1	Review and refresh the Council's external communications strategy and action plan	<p>Progress A revised communications strategy/plan has been produced and several new actions implemented including, two 'clean, safe and green' community engagement event visited by over 1400 members of the public; information posters showcasing street cleaning, recycling, parks/open spaces and energy efficiency in our offices and on some refuse vehicles; and an updated information display for visitors to our customers service centres.</p> <p>Outcome of achievements/action being taken to address below target performance The final document will incorporate details of key corporate messages/campaigns and will provide guidance to staff on how these are to be delivered internally and externally.</p>	30 Apr 2010	Sharon Yates
	QO 1.2	Refresh and improve SK Today and other key publications	<p>Progress SKtoday publications have focused on the delivery of the council's priorities, including features on work to improve roundabouts in Grantham, new council website, pull out waste collection calendar, climate change, and support for the business community, Grantham Growth, the Deepings Innovation centre, and Bourne market. The Council's Annual Report and Summary of Accounts have been published. The Tenant handbook has been published and distributed to all tenants.</p> <p>Outcome of achievements/action being taken to address below target performance Quality information has been provided to the public giving details of what work the council is doing to meet its priorities.</p>	31 Mar 2010	Sharon Yates
	QO 1.3	Deliver two information campaigns on how we are doing on delivering on our priority themes	<p>Progress New signage on 7 of the refuse lorries is now in place. The remaining 11 lorries are in progress featuring the 3 following messages recycling% rate and thank you to customers, street cleaning, number of miles cleaned and the number of parks and open space provided. Examples of the services we deliver and the value for money these demonstrate are shown in the customer services presentations and showcased in SKtoday. Car park posters in place showing the same messages.</p> <p>Outcome of achievements/action being taken to address below target performance The public are being informed of the council's key messages around quality living - in particular recycling, street cleaning and parks/open spaces.</p>	31 Mar 2010	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 1.4	Redesign and improve the Council website	<p>Progress The new website design has been developed and went live in November. The site offers users a more comprehensive service than before with several new features including mapping, a dynamic and up to date home page and the introduction of social media such as 'twitter'. Forms and "do it online" options have been reviewed. The SOCITM web survey is being used to capture feedback from customers and make further improvements to the site.</p> <p>Outcome of achievements/action being taken to address below target performance The website will offer a much improved customer experience, and also increase the number of ways that customers are able to do business with the council.</p>	31 Oct 2009	Andy Nix; Sharon Yates
	QO 1.5	Review our letters to ensure they are written in Plain English & increase the % of residents who find our letters 'clear & easy' to understand	<p>Progress A programme of "plain English" checks for all standard letters in Tenancy Services has now been completed. Plain English training and advice on letter/literature is provided by communications as required.</p> <p>Outcome of achievements/action being taken to address below target performance Customers are now provided with information in an easy to understand format.</p>	31 Mar 2010	Sharon Yates
	QO 1.6	Review Local Area Forums and ensure the Council can engage and empower effectively with local communities.	<p>Progress The University of Lincoln has started to evaluate different methods of community engagement across Lincolnshire. South Kesteven's Local Forums will form part of this work and a workshop with Forum members and the research team will take place before the end of March. The IDeA will also be working with the council to look at other forms of community engagement.</p> <p>Outcome of achievements/action being taken to address below target performance This will lead to more opportunities for people to be able to influence decisions and shape services.</p>	31 Mar 2010	Sharon Yates/ Lena Shuttlewood
	QO 1.7	Deliver an annual calendar of consultation campaigns using the Council's new toolkit.	<p>Progress Consultation toolkit and calendar now in use. Programme of consultation now agreed including residents' survey, community roadshows and budget consultation</p> <p>Outcome of achievements/action being taken to address below target performance This will provide customer feedback on our key services and help shape future priorities.</p>	31 Mar 2011	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 2.4	Introduce on-line recruitment and 'neutral vend' contract for securing any temporary staff to ensure efficient use of resources	<p>Progress Online recruitment fully operational. Neutral vend contract training completed in October and new system for securing temporary staff went live on 9th November 2009. An information section for managers on how to use the new service is now available on the intranet.</p> <p>Outcome of achievements/action being taken to address below target performance Widen our potential pool of employees and achieve efficiencies in the procurement of any temporary employees.</p>	30 Sep 2009	Joyce Slater
	QO 3.4	Implement Use of Resources Action Plan	<p>Progress Internal working group has agreed an action plan and a corporate lead has been allocated to each key theme. A strategic approach has been adopted in conjunction with feedback from the Audit Commission to focus on the main development areas to enable the council to move forward in achieving a level 3 overall score.</p> <p>Outcome of achievements/action being taken to address below target performance A well run and highly performing council with a level 3 from the Use of Resources Assessment.</p>	31 Mar 2011	David Scott
	QO 4.4	Implement the Housing Improvement Plan and review costs to ensure the HRA is balanced	<p>Progress The plan has been closely monitored by the BEST Board and detailed progress notes on all of the programme actions were been produced for the Audit Commission re-inspection of the housing service (11th – 15th January). An updated improvement programme is being produced for 2010/11.</p> <p>Outcome of achievements/action being taken to address below target performance An improved and sustainable housing service for current and future tenants.</p>	31 Mar 2011	Jane Booth Steve Cullington Liz Banner
	QO 4.5	Carry out benchmarking on cost and quality in all service areas	<p>Progress Benchmarking exercises underway or completed in Housing (Housemark), Electoral (Electoral Commission Self Assessment for Electoral registration and elections), IT (Lincolnshire IT Strategy and national VFM standards), Finance and HR (CIPFA).</p> <p>Outcome of achievements/action being taken to address below target performance A well run and highly performing council that learns from others to improve the quality of service delivery.</p>	31 Mar 2010	Robert Moreland

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 4.6	Realise cash efficiency savings of at least 3% each year and publish an annual efficiency plan	<p>Progress We are continuing to realise planned efficiencies and to identify new efficiencies for 2009/10. So far we have identified efficiencies totalling £674k for this financial year. A review of the draft service plans for 2010/11 will be undertaken to identify further savings.</p> <p>Outcome of achievements/action being taken to address below target performance Identified efficiencies will be utilized to improve service delivery of front line services.</p>	31 Mar 2010	David Scott
	QO 4.8	Identify new income streams	<p>Progress Waste services are carrying out the preparatory work to set up a new MOT service which will provide a new income stream for the Council and a replacement fee for damaged wheelie bins is proposed for next year.</p> <p>Outcome of achievements/action being taken to address below target performance During the initial budget setting work and in conjunction with service managers a review of fees and charges and new income streams will be undertaken. These findings will be fed into the member working group process. Following the identification and review of any new income proposals by the fees and charges working group any recommendations will be incorporated into the budget setting process to be formally approved by Council in March 2010.</p>	31 Mar 2010	Richard Wyles
	QO 4.9	Audit our buildings and land and ensure they are appropriately maintained	<p>Progress This is on track and is approximately 60 % complete. This includes Industrial Units, Leisure Centres and Arts Centres. Assets are currently working on surveying the remaining buildings.</p> <p>Outcome of achievements/action being taken to address below target performance Well maintained buildings are assets</p>	31 Mar 2010	Liz Banner
	QO 4.10	Carry out a comprehensive review of the use of non-housing assets and look at the potential transfer of assets to communities	<p>Progress The review continues through work within Assets and the Capital and Asset Management Group</p> <p>Outcome of achievements/action being taken to address below target performance Ensure the Councils assets are 'fit for purpose' and can help delivery quality services.</p>	31 Mar 2011	Liz Banner

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 4.11	Fundamental review of how we provide services and balance between make (share) and buy	<p>Progress Developing approach to service reviews looking at quality, cost and alternative of service delivery. Approach trailed with Building control service and Art Centres are scheduled to be looked at early in 2010/11</p> <p>Outcome of Achievements / action being taken to address below target performance Improved service delivery for the public regardless of the provider.</p>	31 Mar 2011	Robert Moreland
	QO 5.1	Reduce energy usage in Council buildings by 20%	<p>Progress Assets are currently working on reviewing the voltage optimisers and Salix funding is being applied for and are leading a project to review options for reviewing the main office heating system and other aspects of energy use, this is unlikely to be completed this year and capital funding will be moved into the next financial year. Nine Voltage Optimiser units are being installed in 8 of our main buildings (1 building requires 2). Salix funding (4 year interest free loan) has been successfully applied for and an installation project plan is being drawn up. Works are expected to start in a few months. Once implemented, yearly financial savings of £38k are anticipated along with a CO2 reduction of 229 tonnes. Pool covers are being installed in all 4 of our leisure centres. 2 are having hard covers and 2 chemical covers due to their irregular shapes. Energy savings of at least 15% are expected across the four pools.</p> <p>Outcome of achievements/action being taken to address below target performance A 'greener' council delivery reductions in its CO² and more efficient use of energy.</p>	31 Mar 2011	Liz Banner
	QO 5.3	Reduce paper usage by 20%	<p>Progress Cabinet agreed (03.08.09) to limit hard copy agendas to committee members only and individual requests by members and work started to reduce office paper usage by changing printers and installing permanent projectors in Witham and Welland Meeting Rooms to enable 'paperless' meeting. Developing poster campaign to encourage staff to print less. Paper usage across the council is up by 1.2% compared to this time last year, however the rate of increase is falling and together with the continued roll-out of the multi printers and the enhanced monitoring and awareness campaigns, consumption is expected to fall.</p> <p>Outcome of achievements/action being taken to address below target performance Ceased sending hard copies of all agenda to media listings, electronic copies sent instead.</p>	31 Mar 2010	Andy Nix; Michael Rickard

Detailed Tables of Key Performance Measures for Quality Organisation

	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years
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	Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	NI 157a BV109a Processing of planning applications: Major applications	100%	79.00%	77.80%	79.00%	73.91%	79.00%	79.00%	88.89%	75%	60%	66.67%	60.00%	There has been a drop in performance in the last quarter against these stretching targets, which is likely to result in the target not being met within the year. This is thought to be a result of the change in staffing ratios in development control following the reallocation of planning resources to Planning Policy to support the publication of the Local Development Framework. A review of working practices within Development Control is currently underway to establish where non-statutory work, such as pre-application advice, can be reduced to target professional time towards processing applications. 08 January 2010 17/23
	NI 157b BV109b Processing of planning applications: Minor applications	88.10%	84.00%	84.20%	84.00%	74.18%	84.00%	84.00%	86.46%	78.87%	71.16%	75.45%	65.00%	Comment as 157a 08 January 2010 135/182

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	NI 157c BV109c Processing of planning applications: Other applications	87.20%	90%	83.60%	90%	84.97%	92.00%	92.00%	93.46%	88.63%	83.81%	91.47%	80.00%	Comments as 157a 08 January 2010 475/559
↓	SK182 % Planning appeals allowed	36.4%	26.0%	27.3%	26.0%	33.3%	26.0%	26.0%				27.6%	30.0%	Comments as 157a 08 January 2010 13/39
↓	SK260 Building Control actual income received against forecast budget	£105,093	£140,744	£222,214	£260,488	£311,863	£356,232	£453,000						There continue to be impacts on the level of income recovery for building control as a result of the economic downturn and slowing in the construction industry. Measures have been taken to reduce expenditure in the service in line with the anticipated reduction in income, and limit the requirement for funding from the Building Control reserve to balance the trading account. The budget for next year has been written taking into account a reduced anticipated income level, and staffing levels have been reduced accordingly.
↓	SK261 Development Control actual income received against forecast budget	£133,249	£141,200	£296,402	£322,700	£488,081	£523,700	£685,000						With a number of large-scale majors anticipated ahead of the end of the financial year it is likely that development control income performance, whilst significantly behind schedule at the end of the third quarter, will have returned to close to target levels by the end of the financial year.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↓	SK268 % of invoices sent out by SKDC that are paid within 14 days (payment terms)	79.44%	65%	68.72%	70%	65.26%	75%	80%						This continues to reduce and has now dropped below target with delays in payments relating to Sundry Debtors and Housing Related debtors. Work is being undertaken to review payment arrangements for these areas and promote the use of Direct Debit.
↓	SK269 % of invoices outstanding of total invoices sent out	7.95%	40%	5.3%	40%	6.22%	40%	40%						Performance continues to be well above target in this area.
↓	SK270 Value of invoices outstanding of total invoices sent out	£113,568	£85,000	£74,955	£85,000	£104,838	£85,000	£85,000						The value of invoices outstanding has reduced from previous months but it still above target at the end of quarter 3. Work is being undertaken to review outstanding debts and identify suitable payment collection arrangements for these. This being undertaken in conjunction with the recommendations outlined in a recent internal audit report on the sundry debtors function.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
	SK174 % of invoices paid on time within 30 days	98.14%	99.50%	97.55%	99.50%	97.70%	99.50%	99.50%				97.76%	99.50%	The Council is committed to paying invoices in a prompt manner and this has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of will be undertaken to facilitate a more efficient processing time of supplier invoices
	SK144 Working Days Lost Due to Sickness Absence	8.61	9.00	10.59	9.00	10.72	9.00	9.00				10.26	8.00	<p>Progress</p> <p>There has been a significant reduction in actual absence this quarter from 707.98 days lost in October to 415.89 days lost in December, a reduction of 41%. The calculation of sickness absence is a projected year end figure based on the cumulative sickness absence to date, and the unusually high levels of absence during the summer and early autumn means that the quarter 3 improvements do not yet show strongly in the reported figure.</p> <p>Actions</p> <p>We will continue the active management of cases to enable earlier return to work especially in relation to long term absences.</p>

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£000)			£1654k	£1654k			£1654k	£6729k	£1500k	£656.5k	£826k	£826k	The Council expects to meet its annual efficiency target for 2009/10 through use of procurement techniques to secure sustainable efficiency savings across service areas. Lean System Thinking principles continue to be embedded within the Council which has resulted in improved performance and productivity levels.
↓	SK233 % of leavers in the last year as percentage of the average total staff	1.8%	8%	4.52%	8%	6.5%	8%	8%						<p>Progress This is a cumulative year to date figure and shows turnover within normal range</p> <p>Actions Ongoing monitoring of turnover will continue</p>
Data only	SK305 Number of working days taken to complete the repair from first contact to job completed	3.5		5.1		5.9								Performance is slightly higher than Q2, which has been affected by issues relating to the new ways of working. Revised working procedures and IT systems have been put in place to improve the quality of diary management for operatives and this should improve performance.
Data only	SK306 Number of working days taken to complete the repair from keys received from lettings to job complete (voids - by trade)	12.6		16.9		13.4								Performance has slightly increased from last quarter with void end to end times reducing. With the increased workforce on void properties, this has assisted the turn around time.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
Data only	SK307 Number of working days taken to complete the repair from repair request received to job complete	4.6		6.7		7								This again has slightly increased, which could be a direct result of the increase in labour force on the void properties. The balance of labour between void and reactive repairs is continually being addressed.
	SK309 % of repairs within the 'right to repair' regulations completed within the statutory timescales	98%	100%		100%	84.88%	100%	100%						This percentage is increasing and work is now being carried out to improve this figure.
Data only	SK310 Number of repeat visits for fix (repairs)	178		23		48								The approach of getting 'experts' to carry out their own inspections and to have follow on work is proving to be beneficial; however this figure has risen for this month and work will continue to level this out.
	SK119 % of FOI Enquiries responded to within statutory 20 days	97.7%	99%		99%	97.46%	99%	99%				94.4%	99%	Total of 79 received during this quarter, 2 were out of time during this period (Oct 19, Nov 27 & Dec 33)
	SK94 % of non operational assets occupied	90.62%	95%	90.62%	95%	90.62%	95%	95%				93.75%	95%	3 units at Partnership House, Withambrook, and Grantham are currently vacant. This is currently advertised through the Economic Development website.
	SK173 % of assets reviewed for utilization purposes	50%	42.98%	53.5%	50.38%	67.5%	62.31%	70.8%				49%	39%	This is on track to target of 70.8% at the end of the year.